City of Hamilton

Parks, Culture and Recreation Final Master Plan

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Readers should note that if this copy of the Master Plan does not have an Appendix attached, and if readers wish to see the Appendix, one will be made available through the City's Culture and Recreation Division.

Executive Summary

In September 2001 the firms of Professional Environmental Recreation Consultants Ltd. and Clem Pelot Consulting were retained by The City of Hamilton to undertake a ten-year Parks, Culture and Recreation Master Plan.

Over the past nine months the consultants have solicited a large amount of public input including a random sample survey of 2,100 local residents, interviews with over 100 local interest groups, three public forums as well as several workshops and focus groups. We have combined this input with background data, evaluation of existing services and direction from other City studies to create this Master Plan. The Plan offers four levels of direction.

1. Decision Making Framework

The first level of direction is a basis for making decisions about the City's role, types of services and value of services. That direction is based on the fundamental definition of "public good" which the report suggests (and a Council workshop agreed) was "a benefit that extends beyond those who use a service; and is an indirect benefit to all members of the community from which they cannot exclude themselves." That meant that the Mission for the City's Parks, Culture and Recreation services became

> ***"The City will use public leisure services as a vehicle in achieving worthwhile goals and objectives where such achievement clearly results in benefits to all citizens."***

Two goals and twenty-three Service Objectives are also laid down in the report to support the Mission statement. They are summarized in ***Figure 1***.

Figure 1
Summary of Two Goals and 23 Service Objectives

Use public leisure services to foster a sense of community	**Use public leisure services to help local citizens become the best that they can be**
1. Special Events and Celebrations	12. Fitness and Overall Well Being
2. Support of Local Groups	13. Pre-School Leisure Opportunities
3. Exposure to Sporting Events	14. Basic Skill Development for School Aged Children
4. Exposure to and Appreciation of the Arts	15. Advanced Skill Development for School Aged Children
5. Social Functions	16. Social Opportunities for Teens
6. Protect and Enhance the Natural Environment	17. Basic Skill Development for Adults
7. Protect and Celebrate Heritage Resources	18. Advanced Skill Development for Adults
8. Beautify the Community	19. Opportunities for Seniors
9. Family Oriented Leisure Services	20. Interpret the Environment
10. Integrate Generations and Sub-Groups	21. Reflection/ Escape
11. Economic Benefit Through Tourism	22. Leisure Education
	23. Communication System.

All services provided by the City would be judged on whether or not they achieve the above Service Objectives and the cost/benefit assessment of how effectively they achieve them.

The consultants reviewed how well the above Service Objectives are being met at present and found that the City is relatively strong in some areas and weak in others. The areas of relative strength and weakness are summarized in ***Figure 2***.

Figure 2
Areas of Relative Strength and Weakness

Objectives Which Are Relatively Well Met	Objectives Where More Work is Needed
Special Events and Celebrations	Economic Benefit Through Tourism
Support of Local Groups	Family Oriented Leisure Services
Protect and Celebrate Heritage Resources	Integrate Generations and Sub-Groups
Basic Skills for School Aged Children	Advanced Skill Development for Adults
Advanced Skill Development for School Aged Children	Communication System
Social Functions	Pre-School Leisure Opportunities
Protect and Enhance the Natural Environment	
Basic Skills for Adults	
Beautify the Community	
Fitness and Overall Well Being	
Exposure to Sporting Events	
Exposure to and Appreciation of the Arts	
Social Opportunities for Teens	
Opportunities for Seniors	
Interpret the Environment	
Reflection Escape	
Leisure Education	

The Plan lays out a process for annually using the Mission, Goals and Objectives to set priorities, determine budgets, evaluate services and make decisions about the most effective use of limited available public resources.

2. Strategic Directions

The second level of direction is a set of 15 Strategic Directions, which the consultants recommend be endorsed by the City and used to focus effort. These are the fifteen areas most critical to future success. The City should give priority to these Strategic Directions. They are listed in ***Figure 3***.

Figure 3
Fifteen Strategic Directions

1. Rationalize six sets of disparate policies into a coherent set of workable policies.
2. Reconcile the approach to the financing of all leisure services, including user fees, capital financing and grants.
3. Enhance the City's Management Information Systems, which are at present incomplete.
4. Enhance the City's capacity for communicating with its citizens, user groups and partners in terms of all leisure opportunities available to residents.
5. Shift from direct delivery of programs and services to a community development approach based on facilitation, support, nurturing and leadership.
6. Increase community capacity through partnerships with other public sector, non-profit sector and private sector partners.
7. Ensure that public opportunities in public spaces take precedence over rental opportunities for organized user groups.
8. Celebrate the City's tremendous natural and historic assets.
9. Focus resources on active living opportunities for children and youth 6 to 19 years old.
10. Focus resources on Cultural and Eco Tourism as opposed to Sport Tourism.
11. Reinvest in or replace existing aging infrastructure before building new infrastructure.
12. Provide fewer but larger facilities (i.e. shift several categories of facility from provision at the neighbourhood and community levels to the district level of provision).
13. Add other community services to culture and recreation buildings.
14. Increase linear linkages between parks and cultural/recreational buildings.
15. Increase public access to the waterfront.

These fifteen Strategic Directions are consistent with and support the overall City directions laid down in its VISION 2020 document and support the City's Strategic Plan.

3. Policy, Standards and Guidelines

A great deal of direction is given in the report regarding the adoption of new policies (e.g. fees and charges policy, gender equity policy, policies covering the role of volunteers, community use of schools policy) and enforcement of existing policies (e.g. zero tolerance of harassment and abuse policy).

The report also provides a substantive amount of direction about standards and guidelines in such areas as facility location and provision, the size and quality and seven types of parks, the methods for financing public parks, culture and recreation services and the City's relationship with partners and volunteers.

A large number of recommendations are provided in the report in these areas.

4. Specific Recommendations

The final level of direction is a number of specific recommendations about what to do over the next ten years. There are recommendations about park provision (e.g. youth parks in six areas of the City), facility provision, partnering on the operation of spaces and facilities (e.g. golf courses), review of current practices (e.g. greenhouse operations), partnerships with many community groups and other providers of service, and some specific recommendations about programs and services.

In the last two categories of direction there are a total of 107 recommendations. They are summarized into an Implementation Plan in Section 8 of the report and summarized herein as ***Figure 4***.

Figure 4
Summary of Recommendations in the Master Plan

Recommendation		Priority	Timeline	Tax Support Required
1	Adopt the Mission statement, two goals and twenty-three service objectives	Highest	Immediate	Minimal
2	Adopt the seven step Mandate	Highest	Immediate	Minimal
3	Adopt the three step benefits based approach for evaluation and setting/ achieving priorities	Highest	Immediate	Minimal
4	Adopt the four level service hierarchy	Highest	Immediate	Minimal
5	Identify and rationalize District boundaries for all City services.	Highest	Immediate	Minimal
6	Adopt the three modes of use	Highest	Immediate	Minimal
7	Endorse the fifteen Strategic Directions	Highest	Immediate	Minimal
8	Adopt City role and guidelines for service delivery	Highest	Immediate	Minimal
9	Adopt six principles of public good, equity, sustainability, public involvement, public safety and accessibility	Highest	Immediate	Minimal
10	Complete inventory of community partner agreements	High	Short Term	Moderate
11	Develop terms and conditions governing community partner agreements	High	Short Term	Moderate
12	Begin renewing outdated/ lapsed community partner agreements	High	Short Term	Moderate

Recommendation		Priority	Timeline	Tax Support Required
13	Adopt a policy relating to the City's relationship with voluntary sector	High	Short Term	Minimal
14	Define City's roles and responsibilities towards and parameters for volunteers	High	Short Term	Minimal
15	Provide staff with training opportunities in community development	High	Short Term	Moderate
16	Establish an advisory committee to oversee and coordinate partnerships with the voluntary sector	Moderate	Short Term	Minimal
17	Provide stable grants to community partners	High	Short Term	Minimal
18	Provide free meeting space to volunteer groups for Board meetings	Moderate	Short Term	Moderate
19	Establish a lifecycle reserve for facilities and parks	High	Short Term	Major
20	Approve a policy framework for acquisition of new parkland and natural areas	High	Short Term	Minimal
21	Rationalize Development Charge By-laws	High	Short Term	Positive
22	Develop clear standards for each type of basic facility	High	Short Term	Minimal
23	Approve a minor capital cost-sharing program and system of prioritization	Moderate	Short Term	Moderate
24	Adopt a new fees and charges policy	High	Short Term	Minimal
25	Gradually increase fees and charges to provincial average	Moderate	Mid Term	Positive
26	Identify and ensure access for low-income residents	High	Short Term	Moderate
27	Define classes of turf for each park type and level	Moderate	Short Term	Minimal
28	Adopt the three levels and seven types of parks and open space	Highest	Immediate	Minimal
29	Reconcile existing parks and open space with adopted levels and types	High	Long Term	Major
30	Collaborate with all City level open space providers in planning, development and maintenance	Moderate	Short Term	Minimal
31	Adopt a standard of .5ha/ 1000 for City level Athletic Parks	Highest	Immediate	Minimal
32	Adopt the recommended list of components for City level Athletic Parks	Highest	Immediate	Minimal
33	Ensure City level sports field scheduling accommodates rest and repair/ maintenance programs	Highest	Short Term	Moderate
34	Support McMaster University to develop a City level track and field facility	Moderate	Mid Term	Minimal
35	Participate in a pride program such as Communities in Bloom	Moderate	Short Term	Minimal

	Recommendation	Priority	Timeline	Tax Support Required
36	Utilize Landscaped Gardens as vehicles for general education, skill development and interpretive programs	Low	Mid Term	Minimal
37	Adopt a standard of 1.0ha/ 1000 for City level Recreation Parks	Highest	Immediate	Minimal
38	Adopt the recommended list of components for City level Recreation Parks	Highest	Immediate	Minimal
39	Adopt a provision level of .4ha/ 1000 for waterfront parks	Highest	Mid Term	Moderate
40	Pursue all opportunities for acquisition of additional access to waterfront	Highest	Ongoing	Major
41	Negotiate public access to waterfront over privately held property	High	Long Term	Moderate
42	Review the effectiveness of City greenhouse operations	Low	Mid Term	Minimal
43	Adopt a historic standard of 1.1ha/ 1000 for City level Natural Parkland	Highest	Immediate	Minimal
44	Adopt the list of recommended components for City level Natural Parkland	Highest	Immediate	Minimal
45	Review and rationalize partnership with Hamilton Conservation Authority to streamline open space operations	Moderate	Short Term	Minimal
46	Determine and adopt a standard of provision for City Linear Corridors	Highest	Short Term	Minimal
47	Adopt the list of recommended components for City Linear Corridors	Highest	Immediate	Minimal
48	Provide linkages between and to existing Neighbourhood Parks where feasible	High	Long Term	Moderate
49	Require pedestrian linkages to new Neighbourhood Parks	Highest	Short Term	Moderate
50	Establish and define minimum standards governing pedestrian linkages	Highest	Immediate	Minimal
51	Support and promote efforts of the Waterfront Regeneration Trust Fund	High	Short Term	Moderate
52	Contract out operations of the two City golf courses	Low	Mid Term	Minimal
53	Adopt the existing standard of .3ha/ 1000 for District level Athletic Parks	Highest	Immediate	Minimal
54	Adopt the recommended list of components for a typical District level Athletic Park	Highest	Immediate	Minimal
55	Conduct a sports field study to determine which ball diamonds to convert to soccer fields	High	Short Term	Moderate
56	Ensure District level sports field scheduling accommodates rest and repair/ maintenance	Moderate	Short Term	Moderate
57	Provide one 2ha District Youth Park per 100,000 population	High	Long Term	Major

Recommendation	Priority	Timeline	Tax Support Required
58 Adopt the recommended list of components for a typical District Youth Park	Highest	Immediate	Minimal
59 Adopt the current standard of 1ha/ 1000 for Neighbourhood Parks	Highest	Immediate	Minimal
60 Assess availability of Neighbourhood Parks and acquire additional parkland where necessary	Moderate	Long Term	Moderate
61 Adopt the recommended list of components and guidelines for Neighbourhood Parks	Highest	Immediate	Minimal
62 Develop agreements with school boards for construction/ maintenance of outdoor recreation facilities for community use on school property	High	Short Term	Minimal
63 Clarify the roles and responsibilities of Neighbourhood Park Committees	Highest	Short Term	Minimal
64 Provide for the development of tot lots only in exceptional circumstances	Highest	Long Term	Minimal
65 Where tot lots are necessary, ensure the minimum size is .25ha	Highest	Long Term	Minimal
66 Establish a site naturalization program and review opportunities in existing parks	High	Mid-Term	Moderate
67 Permit development of recreation and culture facilities on all park types except Natural and Linear categories	High	Short Term	Minimal
68 Monitor and invest in existing Citywide facilities to maintain functionality	Moderate	Long Term	Major
69 Develop suitable storage for the City's historical artifacts	High	Short Term	Moderate
70 Develop a new Public Art policy and program	High	Short Term	Moderate
71 Invest 1% of the cost of new buildings and parks in public art	High	Ongoing	Moderate
72 Shift many Community level facilities to District level	High	Long Term	Positive
73 Locate and designate 6 or 7 District Recreation Centres as preferred locations for new or redeveloped facilities	Highest	Short Term	Minimal
74 Limit development of new District level facilities on sites other than designated District Recreation Centre sites	High	Long Term	Positive
75 Monitor and act on opportunities for expanding District Recreation Centre sites	High	Long Term	Major
76 Evolve toward a standard of 1larger indoor pool per 40,000 residents	High	Long Term	Positive
77 Provide a variety of aquatic experiences at future indoor pools	High	Long Term	Minimal
78 Develop one City level competitive pool facility	Moderate	Long Term	Major
79 Phase out outdoor pools	Moderate	Long Term	Positive
80 Evolve to fewer arenas with multiple ice sheets, at a provision level of 1 sheet per 25,000 residents	High	Long Term	Positive

	Recommendation	Priority	Timeline	Tax Support Required
81	Ensure adequate amenities in new arenas	Moderate	Long Term	Moderate
82	New quad pad should proceed with two provisos	High	Short Term	Major
83	Phase out most Community based community centres	High	Long Term	Positive
84	Partner with the community to keep any community based community centres that remain necessary	High	Long Term	Moderate
85	Encourage display and exhibit of visual art in non-traditional public spaces	Moderate	Short Term	Moderate
86	Use cost benefit analysis and prioritizing process for determining additional District level performing arts spaces	Moderate	Short Term	Minimal
87	Invest in existing theatres before developing new	High	Short Term	Moderate
88	Integrate seniors services into District Recreation Centres before providing standalone buildings	High	Long Term	Positive
89	Continue agreement with Ancaster Seniors Achievement Centre	Moderate	Long Term	Minimal
90	Maximize local access to schools	Highest	Short Term	Minimal
91	Ensure coordinated scheduling of school gymnasiums	Highest	Short Term	Minimal
92	Work with neighbourhood groups to identify and meet local needs	High	Long Term	Moderate
93	Enhance the City's marketing and communication efforts	Highest	Short Term	Moderate
94	Identify and build relationship with other organizations helping to achieve the 23 service objectives	Highest	Short Term	Minimal
95	Coordinate marketing of heritage sites	Highest	Short Term	Moderate
96	Develop and implement cohesive management information systems	Highest	Immediate	Moderate
97	Promote and coordinate local involvement in programs focusing on children	Highest	Short Term	Moderate
98	Work with the Hamilton Regional Arts Council to support arts groups	High	Short Term	Moderate
99	Ensure the coordination of funding to arts groups	High	Short Term	Minimal
100	Meet annually with arts groups to coordinate scheduling of performances and shows	Moderate	Short Term	Minimal
101	Be proactive in promoting the Zero Tolerance Policy preventing harassment and abuse of children in culture and recreation	Highest	Immediate	Minimal
102	Continue collaborating with the Hamilton Community Sports Council	Highest	Short Term	Minimal

	Recommendation	Priority	Timeline	Tax Support Required
103	Adopt a gender equity policy around the use of sports facilities	Highest	Short Term	Minimal
104	Ensure collaborative approach to services and programs for seniors	High	Short Term	Minimal .
105	Identify a City staff position to address special needs	High	Short Term	Moderate
106	Standardize and streamline use of facilities by special needs groups	High	Long Term	Moderate
107	Coordinate scheduling for indoor pools through an aquatic plan	High	Short Term	Minimal

The four levels of direction in the Master Plan are consistent with and support the City's overall Mission, Vision, Values and Goals. They are also consistent with and support the City's direction embodied in its VISION 2020 document, its Health Policy, its Transportation Policy and many of its specific principles (e.g. sustainability, environmental protection and enhancement) and priorities (e.g. economic development, downtown revitalization, trail development and urban forestry).

The consultants believe that if the four levels of direction are followed, the City's parks, culture and recreation system will become more effective in the future. The quality of services will also be higher and more sustainable. The consultants also believe that because the general directions and recommendations contained herein are consistent with and based on a broad spectrum of public input, including a statistically valid survey of needs and opinions, implementing the four levels of direction will have general public support.

Finally the consultants would like to express their gratitude to City Council and staff for their assistance and support and to the thousands of local citizens who had input to the report.

1. Introduction

In September of 2001, The City of Hamilton retained the services of Professional Environmental Recreational Consultants Ltd. (PERC) to prepare a Parks, Culture and Recreation Master Plan for the new City. Clem Pelot Consulting was retained as a sub-consultant by PERC, to partner in the project.

The purpose of the plan is to:

> *"establish a collective community vision for parks, culture and recreation in the new City of Hamilton, and to set a comprehensive planning framework inclusive of strategic directions, implementation strategies, policy implications, and financing strategies.... The end product will be regarded as a critical community resource document that will clearly articulate what, where, when and how future facilities and services will be constructed, implemented, financed and maintained."*

Appendix A outlines the deliverables that were agreed to in a meeting held September 25, 2001 between the Consultant and the Client.

PERC is pleased to present herein the final report.

Readers wishing to review the baseline data inputs are referred to the Appendices. Readers wishing a thorough understanding of the issues, the analysis of the inputs and the context for the Plan may want to review Sections 1 through 4. Those who are familiar with the issues and want to go straight to the recommendations should start at Section 5, and read through Sections 6 and 7. Those who wish only the summary of the recommendations together with their implications should go directly to Section 8.

Please note that the use of "leisure services" is used occasionally as an alternative to "parks, culture and recreation".

PERC would like to thank City Council, the Steering Committee, the Implementation Committee and City staff for direction and guidance during the process. Their input and advice was helpful. However, the consultants take full responsibility for the direction recommended herein and are entirely responsible for any errors of fact. The consultants would like to extend their sincere appreciation to Patti Tombs, the City's Project Manager, for her dedication to this project.

PERC is also grateful to the many people who responded to opportunities for input at interviews, in the survey, or at public meetings, focus groups and workshops. Their input formed the framework for this Plan. Altogether, literally thousands of citizens had input to the Plan, either individually, or through groups that represented them.

1.1 Background

In November 1999 the Ontario Government announced the amalgamation of 6 municipalities into the new City of Hamilton, effective January 1, 2001. The City is now the home to 6, dynamic and unique communities with a population of close to half a million residents. The objective of amalgamating the municipalities was to lower taxes, reduce the number of elected officials and to retain or improve service delivery.

Each of the former municipalities had distinct service delivery models for parks, culture and recreation services, resulting in a variety of approaches, service standards and planning principles. With so many differences in programs, facilities and services the new City needed to establish a comprehensive planning framework. This framework had to be based on a collective community vision for parks, culture and recreation services. In addition, it needed to include strategic directions, implementation strategies, policy implications and financing strategies.

Staff from the Community Services Department, under the leadership of the Culture and Recreation Division, sought the services of an expert to help "guide the revitalization of existing services and establish new directions that will optimize service and facility development in a new and diverse community". The scope of the study touched on areas of responsibility of four Divisions within the Community Services Department (Parks, Corporate Buildings and Real Estate, Design and Construction, Culture and Recreation) and would be of interest to other parts of the City administration (Social and Public Health Services, Planning and Development, Finance). In order to ensure that all internal stakeholders were integral to the plan's development, a steering committee was established and both the Corporate Management Team as well as City Council were briefed during the project.

1.2 Methodology

In order to achieve the goal outlined for the Parks, Culture and Recreation Master Plan, PERC embarked on an 8-month process, beginning in late September 2001 and culminating in a final report and presentation in June 2002. The Consultants were instructed to formulate a methodology that included a maximum amount of public involvement in preparing the Plan, as outlined in ***Figure One***.

Figure One
Methodology for the Master Plan

Step 1	Compile file data and background information, including previous plans and studies, resource inventories, facility usage data, revenues and expenditures, demographic and planning information, and organizational charts.
Step 2	Council and Senior Staff workshop on November 28, 2001 to agree on the basis on which to plan and to set priorities.
Step 3	Public forums held October 18 in Dundas, and November 29 in Hamilton to ensure all residents of the new City of Hamilton were informed about the study and had an opportunity for input (information was also available on the City's website).
Step 4	Interviews with over 100 community groups and agencies to determine issues, trends, needs, and concerns. Also another 35 groups submitted completed questionnaires instead of arranging interviews.
Step 5	Staff interviews (Culture and Recreation, Parks, Corporate Facilities, Design and Construction, Finance, Corporate Communications, Planning and Development, Economic Development, Social and Public Health Services) to determine how services are delivered and resources managed, and to gain input.
Step 6	A public survey of 2100 randomly selected City of Hamilton households, to determine leisure behavioral patterns, attitudes, opinions and needs.
Step 7	Analysis of all data and application of results to the decision-making framework referred to in Step 2 above. Establish benchmarking framework.
Step 8	Prepare a draft Plan for public review and input.
Step 9	Host a public review process which included one public forum and copies made available for comment.
Step 10	Review all input and prepare a final Plan.
Step 11	Submit the final Plan to the City for adoption as a basis for decision-making over the next five to ten years.

2. The Context for Planning

2.1 Description of the Community

The City of Hamilton spans 110,000 hectares along the beautiful Niagara Escarpment and southwestern shores of Lake Ontario. It is home to approximately 490,000 people and millions of annual visitors. Hamilton's geography is distinctive, with the Escarpment (the Mountain) acting as a dividing line between the waterfront/core area and other parts of the City. The movement of people between the two parts is typically by car or public transit. Sixty-seven Environmentally Significant Areas have been identified in the City (including the Escarpment and other areas of provincial level significance) and more will be added in the next few years.

Hamilton has a diversity of neighbourhoods. The core area along with parts of Dundas, Flamborough, Ancaster and Stoney Creek has well established, mature neighbourhoods defined by older homes, mature trees and heritage properties. The core area is also where much of Hamilton's higher density neighbourhoods are located. Suburban parts of former Hamilton, Flamborough, Ancaster and Stoney Creek have modern residential and commercial development that includes sports parks and larger recreation facilities. Glanbrook typifies the more rural parts of the City that blend old with new homes and usually smaller community centres.

Hamilton has grown and changed substantially since previous plans were completed, both as a result of population growth and amalgamation. In total, the 6 former municipalities experienced population growth of 5% from 1996 to 2001, while the Province experienced a 6% increase in population. The new City represents 4% of the population of Ontario.

From 1996 to 2001, the biggest growth was seen in Ancaster (17%), Glanbrook (15%) and Flamborough (11%). Growth in Stoney Creek was 5.5%, in Dundas was 5.5% and in Hamilton was 2.7%.

About 68% of the current population lives in the area of old Hamilton. A further 12% live in Stoney Creek, 8% in Flamborough, 5% in Ancaster, 5% in Dundas, and 2% in Glanbrook.

(Note that the following demographic information is as of 1996 only. Current detailed 2001 Census information from Statistics Canada has not yet been released.)

Of the total population, 21% of City residents are under the age of 15, and 23% are over the age of 55.

Hamilton has 6% fewer married people than the province of Ontario. More than fifteen percent of families are lone-parent. Although the former Hamilton represents 70.5% of the new City, their lone-parent families represent 81% of the total lone-parent families in the new City.

Housing characteristics are similar to provincial averages, with 63% of private dwellings owned, and 59% of families living in single-detached houses.

In the new City, 15% of families have an annual income of less than $20,000. The average household income is $49,231. There is a 19% incidence of low-income families, about 4% higher than the provincial average of 15%. The unemployment rate is about 9%, on par with the province.

Of persons 15 years and over, 12% of those in the new City have less than a grade 9 education. In Hamilton, 30% have a trades or other non-university diploma (compared to 28% for Ontario), while 12% have completed University (compared to 15% for Ontario).

Ninety-four percent of Hamiltonians are Canadian citizens and 88% speak English as a home language. The next highest is Italian, at 2%. Italian communities exist in old Hamilton, and in Stoney Creek.

In the Consultant's experience the above noted trends will likely have the following consequences:

- Levelling of demand in many mainstream leisure facilities.
- More need and demand for the parks system in general and the trail system specifically because of its wide spread appeal to middle aged and older adults using them in an informal way.
- Increased use of activities that traditionally have been popular in the older adult market. Examples include attendance at performing arts and "soft" fitness activities like walking, tai chi, bird watching and gardening.
- Increased use of activities that have in the past been less connected with older adults but will appeal to the active and well-educated older adults of the future. Examples include swimming, public skating, jogging, cross country skiing and tennis.
- Increased availability of volunteers; however, only if the roles offer large amounts of satisfaction and stimulation.

A forecasting study for the City of Hamilton is being completed by The Centre for Spatial Economics, and will cover Population, Employment and Dwelling Projections. At the time of writing this report, the task was incomplete.

2.2 Previous Parks, Culture and Recreation Studies

The Client provided many background studies and reports. These included master plans, feasibility studies and development charge reports from the former municipalities relating to parks, culture and recreation (it was recognized that similar types of reports were not available from all of the former municipalities). Other relevant corporate reports were provided such as Official Plans. The terms of reference and level of detail of recommendations varied greatly from report to report. The consultants acknowledges that there are other previous studies in existence that may not have been accessed. For the studies that were reviewed, highlights and recommendations have been summarized in **Appendix B**. For clarification or further detail, the reader should refer to the original report(s).

2.3 Higher Level Plans

In the course of preparing the Master Plan, the consultants reviewed other higher-level plans currently in effect.

In December of 2001, City Council developed a document that defines the mission of the local government and a vision for the future of Hamilton. A core set of values was also established to guide behaviour and actions in the way the City is managed. For staff and residents of the City of Hamilton, these statements represent a promise and provide critical direction for where the City is going. To "get there", Council has further committed to a set of goals, or priorities, where the City's financial and human resources will be focused in the coming years. The new Mission, Vision, Values and Goal statements are being explained to City employees as this Master Plan is being developed. The Vision states:

> **The City of Hamilton is a safe, healthy, sustainable community and a great place to work, live and play, that offers residents and businesses growth and opportunity.**
>
> **It is a place of diverse communities, led by Council, which together with staff, spends wisely and governs in an open and accessible manner.**

The mission of Council and staff is to work together to create and implement strategies necessary to turn the vision into a reality. Ten core values include:

- Fiscal Accountability
- Leadership
- Innovation
- Integrity
- Respect
- Compassion
- Commitment
- Teamwork
- Sustainability
- Excellence

Finally, the goals for Hamilton are:

- A City of Growth and Opportunity
- A Great City in Which to Live
- A Healthy, Safe and Green City
- A City Where People Come First
- A City That Spends Wisely and Invests Strategically
- A City for High Performance Public Servants

VISION 2020 was adopted in 1992 by the Regional Municipality of Hamilton-Wentworth to improve the coordination between municipal budget decisions and policy goals and objectives. VISION 2020 is one of the very few sustainability initiatives in the world with an established measurement system, and has received many international awards. Council's December 2001 vision includes the creation of a safe, healthy, sustainable community. Council specifically endorses the VISION 2020 strategies as one way to ensure that Hamilton remains a great city in which to live. In February 2002, City Council directed the General Managers of Planning and Development and Transportation, Operations and Environment to work with the Mayor's office to put together a workshop for Council where synergies and relationships between VISON 2020 and the Strategic Plan, as well as a number of other related corporate plans could be explored in greater depth. Staff were directed to report back to Council with recommendations to endorse VISION 2020 and plans for internal staff training for all Departments. This workshop will be held before asking Council to endorse VISION 2020 as an "overarching" policy, although endorsement per se has been made, as it is included as one of the City's Strategic Commitments in Council's plan.

In November 2001, City Council adopted a Corporate Environmental Policy Statement to ensure environmental leadership remains one of the core values. An environmental management system is a tool that will help the City assess and control the environmental impact of its activities, products or services. The City of Hamilton intends to become a leader in municipal environmental performance. The City will sustain and protect its human and natural community through commitment (application of pollution prevention principles and addressing environmental implications in all decisions, activities and expenditures), compliance (exceeding legal environmental requirements through voluntary policy commitments) and continuous improvement (through ongoing review).

Hamilton has not yet adopted its new Official Plan. In accordance with the City of Hamilton Act, the by-laws of the 6 former municipalities remain in effect until new ones are established. The Downtown Hamilton Secondary Plan is the first new formal plan to be adopted and will form part of the Official Plan for the new City of Hamilton. It presents the vision for guiding public and private decision-making and indicates what the City's priorities will be for publicly funded initiatives in the Downtown. The vision for Downtown Hamilton positions recreation as an important element. Similarly the new Official Plan will contemplate the location, size and functionality of parks, culture and recreation facilities. Staff from the Planning and Development Department will consider this Master Plan as they develop the City's new Official Plan; the recommended categories and classification of parks is an example, as would be the strategic direction to evolve towards fewer but larger recreation facilities.

2.4 Other Plans and Initiatives

At the same time as the Master Plan was being developed there were several other City policy and planning initiatives underway that in one way or another related to parks, culture and recreation services. These include development of a secondary plan for the downtown area, as well as an alternative service delivery policy.

The planning of new parks, culture and recreation facilities in the core area should be considered in the context of the City of Hamilton Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan (completed by the Economic Development Department in March 2001, and also known as the Brownfield Plan). "Brownfields" are defined as abandoned, idle or underused industrial or commercial properties in built-up urban areas, where expansion is complicated by real or perceived environmental contamination, building deterioration/obsolescence, and/or inadequate infrastructure. There are at least 150-200 such properties existing in Hamilton's older industrial areas that should be considered in the planning of new facilities.

3. A Synthesis of Public Input

3.1 Stakeholder Interviews

A great many offers for input were provided to the public. The City sent out invitations to over 200 local community groups, inviting them to arrange a meeting with the Consultants. The Consultants interviewed 103 groups and individuals as detailed in **Appendix C.** Interviews could not be arranged with other groups but 35 of them submitted feedback through a written questionnaire. There was extensive feedback from parks users, and sports, recreational and cultural groups. There was also input from service clubs, other providers of service, and groups representing the disadvantaged.

The main themes coming from the interviews and questionnaires are summarized in ***Figure Two***.

Figure Two
Summary of Themes From the Group Contacts

Most Important Needs or Issues of Group(s)	Groups Indicating the Need/Issue
1. Need City support for volunteer recruitment, training and recognition	Flamborough Park sub-committees Ancaster Community Committee Friends of Children's Museum Dundas Little League Volunteer Hamilton Futures Conference participants
2. Identification of a City liaison	1st Mount Hope Scout Movement Five soccer clubs Flamborough Park sub-committees Ancaster Community Committee Equestrian Assoc. for the disabled Saltfleet Figure Skating Club Ancaster Cyclones Softball Club Dundas Valley Skating School Ancaster Senior's Centre Gourley Park Committees Youth Net Hamilton Ministry of Tourism, Culture, Rec'n Dundas Little League
3. Improved communication by City	Dundas Valley School of Art St. Claire Park Committee Creative Youth Services Ancaster Minor Hockey Southmount Ladies Softball Parkdale Coaches Association Eastwood Minor Baseball Futures Conference Participants Hamilton Drug & Alcohol Awareness Committee

Most Important Needs or Issues of Group(s)	Groups Indicating the Need/Issue
4. Promotional assistance for community groups, including use of City Community Guide.	Glanbrook Soccer Ancaster Soccer Hamilton Farmers Market Dundas Little Theatre Theatre Ancaster St. Claire Park Committee St. Joseph's Hospital Hamilton Drug & Alcohol Awareness Committee
5. City staff in community development role	Volunteer Hamilton Mental health groups Minor hockey groups CAPC Ancaster Senior's Centre Hamilton Community Foundation Arts Forum participants
6. Maximize opportunities for voluntary sector	Volunteer Hamilton Kiwanis Boys and Girls Club
7. Train City staff in special needs	St. Joseph's Hospital Community Activities Program Mental health groups Recreation Mentoring Program Futures Conference participants
8. Consistent subsidized rates for special needs groups	Community Activities Program Recreation Mentoring Program
9. Special Needs Advisory Group needed	Mental health groups
10. Lack of daytime activities for adults	St. Joseph's Hospital Futures Conference participants
11. Financial assistance for disabled, including better understanding of CARE program	St. Joseph's Hospital Mental health groups
12. Sports field allocation policy and harmonized fees needed	Five soccer clubs Glanbrook Girl's Softball Glanbrook Soccer Ancaster Soccer Futures Conference participants
13. Shortage of facilities for baseball/ softball, including for tournaments	Hamilton Amateur Fast Pitch East Mountain Baseball Ancaster Cyclones Softball Club Hamilton Challengers Baseball Gage Park Softball Association Eastwood Minor Baseball
14. School closures	Hamilton-Wentworth Dis. Sch. Brd. Hamilton Catholic Dist. School Board
15. Joint use agreements with schools, including maintenance responsibilities.	Hamilton-Wentworth Dis. Sch. Brd. Hamilton Catholic Dist. School Board District Oldtimers Soccer League

Most Important Needs or Issues of Group(s)	Groups Indicating the Need/Issue
16. Streamlining and stability in scheduled use of school gyms/ Access to schools	Hamilton Basketball Association Gourley Park committees Waterdown Raiders Volleyball Cl. Dundas Badminton Club Futures Conference participants Youth Forum participants
17. City support needed by sports groups for convening leagues, scheduling fields and liaising.	Hamilton Amateur Fast Pitch Minor hockey groups Hamilton Sports Council Hamilton Girls Hockey
18. Consistent maintenance standards for City sports fields.	Hamilton Amateur Fast Pitch Hamilton Cricket Club Ancaster Lawn Bowling Club Hamilton Challengers Baseball Saltfleet Go Ahead Soccer Southmount Ladies Softball Gage Park Softball Association Futures Conference participants Youth Forum participants
19. Repairs or improvements to sports fields	Glanbrook Girl's Softball Scott Park Baseball Dundas Little League Dundas Running Rebels Softball Copetown Lions Club Saltfleet Go Ahead Soccer Gage Park Softball Association Eastwood Minor Baseball Futures Conference participants Youth Forum participants
20. Shortage of soccer fields	Six soccer clubs District Oldtimers Soccer League Saltfleet Go Ahead Soccer Futures Conference participants
21. Lack of indoor soccer facilities	Six soccer clubs District Oldtimers Soccer League Saltfleet Go Ahead Soccer
22. New or improved clubhouse, change facilities, washrooms and storage in parks	Hamilton Cricket Club Hamilton Minor Football Ancaster Tennis Club Ancaster Lawn Bowling Club Scott Park Baseball Copetown Lions Club Winona Peach Festival Lisgar Bocci Association Saltfleet Go Ahead Soccer Parkdale Coaches Association St. Claire Park Committee

Most Important Needs or Issues of Group(s)	Groups Indicating the Need/Issue
23. Shortage of ice time, including for tournaments	Hamilton Women's Hockey League Velanosi Power Skating School Glanbrook Skating Club Parkdale Coaches Association Ancaster Mens Hockey Glanbrook Minor Hockey Stoney Creek Girls Hockey Assoc. Over 35 Hockey Wentworth Skating Club Flamborough Hockey Association
24. Ice allocation policy and user fee harmonization (including equal access for girls/ women's groups)	Dundas Figure Skating Club Flamborough Hockey Association Ancaster Minor Hockey League Wentworth Skating Club Futures Conference participants Hamilton Girls Hockey Hamilton Women's Hockey League
25. Upgrades to existing arenas	Minor hockey groups
26. Maintaining/ increasing City funding for the arts	Hamilton Regional Arts Council Futures Conference participants Arts Forum participants
27. New performing arts venues needed	HRAC Theatre Ancaster All Star Jazz Band Futures Conference participants Arts Forum participants
28. Venues needed for visual arts	Dundas Valley School of Art Hamilton Artists Inc. Futures Conference participants Arts Forum participants
29. City should acknowledge importance of the arts	HRAC Hamilton Philharmonic Orchestra Arts Forum participants
30. Additional arts, cultural and heritage experiences	Futures Conference participants Youth Forum participants Arts Forum participants
31. Support to and coordination of community special events	Winona Peach Festival Hamilton Philharmonic Orchestra Flamborough Park subcommittees McMaster University Futures Conference participants

Most Important Needs or Issues of Group(s)	Groups Indicating the Need/Issue
32. Interested in project cost-sharing or fundraising	Winona Peach Festival Flamborough Park sub-committees Hamilton Cricket Club Binbrook Little Theatre Hamilton Minor Football Ancaster Lawn Bowling Club Hamilton Challengers Baseball Dundas Little League Hamilton E. Kiwanis Boys & Girls Ancaster Minor Hockey League Ancaster Men's Hockey League Gage Park Softball Association Eastwood Minor Baseball Dundas Running Rebels Softball Mt. Hope Lions Waterdown & District Lions Club Copetown Lions Club Hamilton Olde Sports Association Hamilton Men's Ball Hockey Hamilton Artists Inc. Saltfleet Go Ahead Soccer
33. Formalize/ clarify operating and usage agreements with partners.	1St Mount Hope Scout Movement Binbrook Little Theatre Glanbrook Girls Softball Ancaster Senior's Centre Gourley and St. Claire Park Comm. Flamborough park sub committees Hamilton Conservation Authority Futures Conference participants
34. Maintain City grants to local groups	Kiwanis Boys and Girls Club Futures Conference participants Dundas Art & Craft Association/ Carnegie Gallery
35. Meeting space/on-site offices for community groups	Hamilton Women's Hockey League CAPC Welcome Wagon Ltd. Glanbrook Skating Club Genealogical Society Stoney Creek Girl's Hockey Assoc. Wentworth Skating Club
36. New/improved track and field facilities	McMaster University Four user groups Futures Conference participants
37. Aquatic plan	McMaster University
38. New 50 metre pool	McMaster University
39. Long-range sport tourism plan	McMaster University

Most Important Needs or Issues of Group(s)	Groups Indicating the Need/Issue
40. Core funding (new or additional) needed by community groups	Equestrian Assoc. for the Disabled Hamilton Philharmonic Orchestra Highview Baseball Council
41. New Seniors Centre	YWCA Futures Conference participants
42. Repairs to buildings required	Dundas Little Theatre Over 60 Club
43. New Children's Museum	Friends of Children's Museum
44. Refurbishing Chedoke Ski Hill	Four user groups Futures Conference participants
45. Lack of public transportation to public facilities and special events	Gourley Park Committees Action 2020 Futures Conference Participants
46. Annual Report on how children and youth are doing	Canadian Centre for Studies of Children at Risk
47. Trail development	Flamborough Leisure Park Comm. Futures Conference participants Arts Forum participants
48. Concern with high user fees	Royal Canadian Legion Branch 315 Waterdown Raiders Volleyball Hamilton-Wentworth Ball Hockey Futures Conference participants Youth Forum participants
49. Youth Facilities and Services	Ancaster Youth Futures Conference participants Youth Forum participants
50. Liability/other insurance for community groups	Ancaster Community Committee
51. Construction of Waterdown Community Centre	Waterdown Lions Club
52. Year-Round Ball Hockey facility needed	Hamilton-Wentworth Ball Hockey
53. Securement of permanent home for therapeutic riding program	TEAD

The above themes provided the basis for identifying many of the issues and needs in the Master Plan.

3.2 Public Events

In addition to the input from interest groups, a number of public events were held including:

- A public forum early in the process to gain input or methodology and preliminary input on issues
- A Futures Conference in November to gain input on issues and priorities
- Focus groups in January on youth issues and arts issues to provide more specific input on these two sets of issues

The detailed input from these events is included in **Appendix D**. The themes and issues identified were consistent with those expressed by the interest groups in ***Figure Two***.

3.3 Hamilton 2002 Community Survey

In January of 2002, a questionnaire package was mailed to 2,100 randomly selected adults in the City. A total of 43% were returned. This is sufficient to represent the entire City population with a confidence level of +/- 3%, nineteen times out of twenty. That means that if the sample were redrawn and the survey repeated twenty times, in nineteen of those repeated surveys the results would be within 3% of those portrayed herein. This represents a level and reliability which is above the industry standard for this type of survey research.

The detailed computer tabulation and comments that make up the survey results are included in **Appendix E**. Those results are synthesized in the following sections.

The frequency distributions for each question are summarized. Cross references by each of six demographic variables were undertaken, including gender of respondent, age of respondent, incidence of dependent children in the household, area of household residency and household income. Where there is statistically significant variance by any of these variables, they are referred to in the text following the figures

3.3.1 Outdoor Spaces

Figure Three summarizes the use of specific outdoor spaces in Hamilton in the past year.

Figure Three
Household Use of Existing Spaces

	Outdoor Space	***Percentage of Households Using in 2001***
1	Walking, jogging, cycling, inline skating	86%
2	Enjoying the beauty of a park	56%
3	Picnics, socializing, relaxing	48%
4	Playing in a playground	47%
5	Walking my pet	25%
6	Playing in a spray park or outdoor pool	25%
7	Organized outdoor sports	23%
8	Informal outdoor sports	23%
9	Learning about the environment	16%
10	Other	9%

A total of 85% of respondents indicated someone in their family had used outdoor recreation spaces in the last year. Those with higher incomes, those in younger age groups and those with dependent children in the household are more likely to use public open space.

Respondents tend to have used outdoor spaces for more unstructured, informal activities. Organized activities or sports in general were ranked 7th or lower in terms of the breadth of the population served.

Respondents with dependent children were less likely to have enjoyed the beauty of a park, and more likely to use a spray park or outdoor pool and participate in sports.

Respondents ages 30-60 were more likely to use parks for walking, jogging, cycling, inline skating.

Participation in more "active" outdoor spaces (for walking/ jogging, or for sports) is less likely for those respondents with incomes under $25K, and peaks with respondents in the $50-100K income level. Respondents with incomes of $75,000 and more are much more likely to use outdoor spaces for informal outdoor sports.

3.3.2 Satisfaction Levels With Outdoor Spaces

Figure Four demonstrates the level of satisfaction with the overall quality of existing parks, trails, playgrounds and natural areas in the Hamilton area.

Figure Four
Overall Satisfaction with Quality of Life

Level of Satisfaction		Percentage of Respondents
1	Very Satisfied	37%
2	Somewhat Satisfied	43%
3	Neutral	12%
4	Somewhat Dissatisfied	6%
5	Very Dissatisfied	1%

In general, people appear quite satisfied with the existing parks, trails, playgrounds and natural areas in the Hamilton area. More than 80% indicated they were very or somewhat satisfied, while only 7% indicated that they were somewhat or very dissatisfied. That ratio is quite high on its own and higher than the ratio for indoor facilities.

Satisfaction levels for men and women were similar. A much higher percentage of older residents were "very satisfied" than younger residents. Respondents under 30 years of age were more likely to be somewhat satisfied.

People living in core and outlying areas were slightly more satisfied than those in suburban areas.

Income levels did not really affect satisfaction levels with outdoor spaces.

3.3.3 Indoor Space

Figure Five indicates the proportion of households that have used any of the cultural or recreational facilities in Hamilton at least once over the past year.

Almost three quarters of the respondents indicated that someone in their household had used an indoor facility in the last year. Men were just as likely as women to indicate use of cultural or recreational facilities. The 30-45 year old age group was most likely and the over-75 age group was least likely to have indicated using indoor facilities. Those in outlying areas were more likely to use them than those in the core area. Single parents with dependent children were much more likely to use them, and single adults were least likely.

Figure Five
Household Use of Existing Spaces

	Indoor Space	***Percentage of Households Using in 2001***
1	Indoor swimming pool	58%
2	Ice arena	46%
3	A community recreation centre	40%
4	A museum or heritage site	30%
5	Performing arts theatre	28%
6	A school outside of school hours	28%
7	A public art gallery	22%
8	Seniors centre	12%
9	Other	9%
10	Curling Rink	2%

Usage increased with income level, at a greater rate than it did for outdoor spaces. This suggests that facilities are more expensive to use than parks and that this expense is a barrier to participation.

Males were more likely to indicate use of ice arenas. Those living in outlying areas were more likely to indicate use of ice arenas than those in suburban or core areas.

Women were more likely to have indicated someone in their household has visited a performing arts theatre. Use of performing arts theatres and public art galleries appears to increase with age.

Couples with dependent children were twice as likely to use ice arenas as single adults or couples with no dependent children. Single parents with dependent children were more than twice as likely as couples without children to use indoor swimming pools. Use of indoor swimming pools by couples with dependent children was also high. Single parents with dependent children were more than three times as likely as single adults to use community recreation centres.

Adults were more likely to use performing arts theatres and public art galleries, and twice as likely as single parents with dependent children.

Use of ice arenas increases with income level, peaking at the $75-100,000 annual household income level. Use of seniors' centres decreases with income level, and of course, increases with age.

Those under 60 years of age are twice as likely to state that someone in their household has used an ice arena in the past year.

3.3.4 *Satisfaction Levels With Indoor Space*

Figure Six demonstrates levels of satisfaction with the overall quality of recreation and cultural facilities that are available in Hamilton.

Figure Six
Overall Satisfaction With Quality of Life

Level of Satisfaction		Percentage of Respondents
1	Very Satisfied	18%
2	Somewhat Satisfied	52%
3	Neutral	22%
4	Somewhat Dissatisfied	5%
5	Very Dissatisfied	2%
6	Don't know/ no opinion	2%

Seventy percent of respondents were either very or somewhat satisfied with the indoor facilities currently available. Females were more likely than males to say they were very satisfied. Satisfaction levels increased slightly with age. Single parents with dependent children were least likely to be very satisfied.

There is a lower satisfaction rate for indoor spaces than there is for outdoor spaces.

3.3.5 *Barriers to Participation*

The survey asked if there is anything that limits or prevents household members from participating in leisure time activities.

Almost one third of respondents indicated that there are barriers limiting or preventing household members from participation. Women were more likely than men to suggest there are barriers. Those over age 75 were twice as likely to indicate a barrier than those in the 61-75 age group.

Couples with dependent children were more likely to indicate a barrier than households without. Those with annual incomes less than $25,000 were more likely to indicate cost was a barrier. Those with an income more than $100,000 were more likely to indicate time was a barrier (either lack of leisure time, or scheduling of activities).

The area of residency of respondents did not make a significant difference in the response.

3.3.6 Types of New/ Improved Outdoor Spaces That Are Needed

The survey asked whether and what types of new or improved parks or outdoor recreation areas are needed in The New City of Hamilton.

Seventy-one percent of all respondents indicated that new or improved outdoor areas are needed. Women were just as likely as men to indicate yes. The likeliness to indicate that new or improved outdoor areas are needed decreases with age. Couples with dependent children were more likely to indicate a need for new/improved outdoor spaces. The likelihood of answering yes increased with income level. The area where respondents live did not affect their answers. All those that answered yes were then asked which types of outdoor parks and open space were needed. ***Figure Seven*** summarizes these responses.

Figure Seven
Types of New/Improved Outdoor Spaces that are Needed

Type of Space		***Percentage of Respondents***
1.	Waterfront Parks	42%
2	Paths/ Trails	40%
3	Natural Open Space	36%
4	General Park/ Picnic areas	34%
5	Public Gardens	30%
6	Playgrounds	28%
7	Sports Fields	28%
8	Outdoor Pools and Spray Parks	25%
9	Other	19%
10	Public Squares	17%
11	Outdoor Heritage Sites	13%

Single parents with dependent children were only half as likely as other groups to indicate a need for waterfront parks. They were also the least likely to indicate a need for paths/trails. Respondents without dependent children were least likely to choose playgrounds and most likely to choose paths/trails, public squares and public gardens.

Respondents with annual household incomes in the $75-100,000 range were most likely to indicate a need for waterfront parks, sports fields, paths/trails, outdoor pools/ spray parks or publics squares.

Those over 60 years of age were least likely to choose playgrounds and most likely to choose outdoor heritage sites.

3.3.7 *Types of New or Improved Indoor Spaces That Are Needed*

The survey asked whether new or improved indoor spaces are needed in The New City of Hamilton. Just over two thirds of the respondents indicated a need for new or improved indoor spaces. Females were slightly more likely to indicate a need for new or improved indoor spaces. The indication of need for new/ improved indoor spaces decreases with age. Single parents with dependent children were more likely and single adults were less likely to indicate new/ improved indoor spaces are needed. Those with incomes greater than $100,000 were much more likely to indicate a need for new or improved indoor spaces.

The survey then asked all those who indicated support for new or improved indoor spaces which types of spaces they thought were needed. The responses are summarized in ***Figure Eight***.

Figure Eight
Types of New/Improved Indoor Spaces that are Needed

	Type of Indoor Space	*Percentage of Respondents*
1	Teen Centres	48%
2	Arenas	38%
3	Fitness Facilities	37%
4	Indoor Pools	35%
5	Seniors Centres	29%
6	Gymnasia	18%
7	Museum/ Heritage Sites	16%
8	Performing Arts Facilities	12%
9	Public Art Galleries and Studios	9%

Almost half of those who wanted new or improved facilities indicated a need for teen centres. This was experienced across all age groups, both genders and all income groups.

Women were slightly more likely to indicate a need for new or improved fitness facilities and performing arts facilities, and much more likely to indicate a need for indoor pools.

Respondents in outlying areas were most likely to express a need for arenas.

Those over 60 were least likely to support teen centres (although more than 40% of them did) and most likely to support seniors centres. Respondents without children were most likely to support seniors' centres. Respondents with children were most likely to support teen centres.

Area of residence did not appear to affect responses.

There is 6% less support for new indoor spaces than new outdoor spaces.

3.3.8 Maximum Property Tax Increase That Would Be Supported

Figure Nine shows the maximum property tax increase (or rent, if a renter) that would be supported to help build or operate new or improved indoor or outdoor spaces.

Figure Nine
Maximum Property Tax Increase That Would be Supported

	Amount of Increase	*Percentage of Respondents*
1	None- No Increase	51%
2	$20-$40 per year	32%
3	$41-$60 per year	7%
4	$61-$80 per year	3%
5	$81-$100 per year	5%
6	More than $100 per year	2%

Half the respondents indicated they would not support a property tax increase. Men and women responded equally. About 32% said they would support the smallest increase ($20-$40 per year), and more women than men supported this. There was very little support for increases over $40 per year, and the support diminished as the amount increased.

The likelihood of supporting an increase in property taxes decreased as income levels decreased.

The likelihood of supporting no increase increased with the age of the respondent.

3.3.9 How Respondents Find Information About Leisure Opportunities

The survey asked how households find out about parks, culture and recreation services in The New City of Hamilton. The findings are summarized in ***Figure Ten***.

Figure Ten
How Respondents Find Information

	Source for Information	*Percentage Who Used It*
1	Word of Mouth	66%
2	Local newspapers	63%
3	Community Guide	45%
4	Cable television	18%
5	Notices through schools	16%
6	City website	10%

Word of mouth and local newspapers were the most common vehicles for communication of City information, with two thirds of the respondents reporting that they have used both of these in the past year.

Those over 75 years of age were least likely to indicate they or someone in their household use the Community Guide, and most likely to indicate they use local newspapers.

The City website is the least commonly used means of communication. Use of the website drops off to almost nil after age 60. As the "information age" group gets older, it will be interesting to monitor usage of the website, and track the changes.

Use of the City website, the Community Guide, notices through schools and word of mouth all increase as income levels increase. Local newspapers are used the least by those with incomes over $100,000 per year.

3.3.10 How Facility Operations Should Be Financed In The Future

At present, the operation of public parks, culture and recreation facilities in the City of Hamilton is paid partly by users and partly by taxpayers. Respondents were asked how the operation of facilities should be financed in the future. They were given three choices. The results are presented in ***Figure Eleven***.

Figure Eleven
How Operation of Facilities Should Be Financed

	Source for Information	*Percentage*
1	Raise user fees and lower tax support.	22%
2	Keep user fees and taxes in the same ratio as they are now.	68%
3	Lower user fees and raise tax support	10%

More than two thirds of respondents indicated that user fees and taxes should be kept in the same ratio as they are now. Support for raising user fees and lowering tax support increased with age. The under-30 respondents were most likely to want lower user fees and increased tax support.

Those in outlying areas were least likely to support the status quo.

3.3.11 User Fee Levels

The survey first asked if all fees and charges for parks, culture and recreation should be the same for all users. For those respondents who indicated fees and charges should not be the same for everyone, a question was asked regarding the factors that should influence the level at which user fees should be set. The responses are summarized in ***Figure Twelve***.

Figure Twelve
Factors That Should Influence User Fee Levels

	Factor	*Percentage of Respondents*
1	Age of user	72%
2	User's ability to pay	48%
3	The quality of the service or facility	39%
4	The cost to the city of providing the service or facility	30%
5	Area of residency of user	22%

Almost sixty percent of the respondents indicated that all fees and charges for parks, culture and recreation services and facilities should not be the same for all users. Men were ten percent more likely to answer this question positively. The tendency to answer "yes" increased with age. Single parents with dependent children felt most strongly about not having the same fees for all. Couples with dependent children were most likely to answer positively. Those with incomes less than $25,000 per year were least supportive of having all fees the same for all users.

Information obtained regarding influencing factors did not provide a complete picture. However, the consultants did notice a number of patterns. Age of user appeared to be the biggest influence, and the area of residency was the least important. To those in suburban areas, age of user was most important. To those in the core, ability to pay was most important. To those in outlying areas, cost to the City was most important.

Age of user was least important for single parents with dependent children. For that group, ability to pay and cost to the City were more important. Quality of service or the facility was most important for couples with dependent children.

The age of the user as an influencing factor became less important as the income level increased. The importance of cost to the City and quality of the service or facility increased as the income level increased.

3.3.12 Best Funding Approaches

When considering building new parks, recreation or cultural facilities, respondents were asked what the best funding approaches are. ***Figure Thirteen*** outlines the findings.

Figure Thirteen
Best Funding Approaches

	Funding Approach	***Percentage of Respondents***
1	Community fundraising	56%
2	Partnerships with community groups and public agencies	51%
3	Partnerships with private companies	43%
4	Sell or lease City land to provide funding	34%
5	Cost of new spaces added to the price of new homes	25%
6	Pay-as-you-go through taxes, no borrowing	23%
7	Full user pay basis	13%
8	Borrow funds and repay over time through taxes	11%

The top three approaches for funding that are supported by respondents are community fundraising, partnerships with community groups and public agencies, and partnerships with private companies. Support for these 3 approaches decreased with age. Respondents with dependent children were most likely to choose these 3 approaches. Support for partnerships increased with income level.

Men were more likely than women to respond that the cost of new spaces added to the price of a new home was a solution. The under 30 year old respondents were least likely to support this option.

Respondents between 30 and 60 were most likely to support borrowing funds and repaying over time through taxes, than other age groups.

3.3.13 Opportunities and Services

Respondents were given a list of categories, and for each, were asked to evaluate if there are enough opportunities or services in the Hamilton area. ***Figure Fourteen*** summarizes those responses.

Figure Fourteen
Need for More Services by Category of Leisure Service

Category of Leisure Service		***Satisfaction Levels***			
		Too Much	***Just Right***	***Not Enough***	***Don't Know***
1	Performing Arts	2.1	47.2	17.3	33.3
2	Visual Arts and Crafts	1.5	38.9	17.1	42.5
3	Recreational Level Sports	1.1	41.1	35.1	22.7
4	Competitive Level Sports	3.3	36.2	25.9	34.6
5	Social Activities	.9	38.9	28.5	31.6
6	Special Events	1.6	43.6	27.4	27.4
7	Fitness	3.9	43.8	28.4	23.9
8	Outdoor, Nature Oriented Activities	.5	36.8	40.4	22.3
9	Heritage/ Museum Services	3.1	47.9	20.8	28.1

Under each category, the most common answers were "just right" when respondents were asked if there are enough opportunities. Satisfaction levels with performing arts and heritage/museums were highest. Respondents' tendency to select "just right" for performing arts increased with age and income level. Those living in the outlying area were more likely to be satisfied than those in the core area.

With heritage/museum services, satisfaction levels were highest among respondents having dependent children. Satisfaction levels increased as income level increases.

The category with the least satisfaction was outdoor, nature-oriented activities. Just over 40% of respondents answered that there are not sufficient opportunities available. The tendency to indicate there are not enough opportunities increased as age decreased. Respondents with children were most likely to say not enough opportunities exist.

The majority of respondents indicated that they "didn't know" what opportunities are available for visual arts and crafts. This was spread quite evenly among the respondents, with the exception that those under age 30 are least likely to know.

3.3.14 Special Needs

Respondents were asked if anyone in their households have a disability or special need such that they require assistance to participate in parks, culture or recreation activities. About seven percent of the respondents indicated they do.

The likelihood of answering yes increased with age. Respondents without dependent children were more likely to answer yes, as were respondents with incomes less than $50K per year.

Respondents were then asked if they are getting the special assistance required to participate. Just over half of respondents indicated they are getting the special assistance they require. Many more men than women responded that they are getting the assistance they need.

3.3.15 Improvements or New Facilities or Services That Would Be Supported

The survey asked respondents which service or facilities they would support if their elected officials were considering an investment in improved parks, culture or recreation. The results are shown in ***Figure Fifteen***

Figure Fifteen
Support of New or Improved Facilities

	Level and Type of Support	*Percentage of Respondents*
1	Improve existing parks and trails	54%
2	Improve existing recreation facilities	51%
3	Improve existing programs	38%
4	Develop new parks and trails	32%
5	Develop new recreation facilities	28%
6	Improve existing cultural facilities	27%
7	Provide new programs	23%
8	None- no additional investments	16%
9	Develop new cultural facilities	10%

Support was highest for improving existing parks and trails and improving existing recreation facilities. Women and men answered almost equally.

For the first choice, improving existing parks and trails, support decreased with age. A similar pattern was evident for providing new programs.

Developing new cultural facilities were supported least. Those living in suburban areas were least likely to support improved or new cultural facilities.

Those over 75 years old, and respondents with no dependent children were least likely to support additional investments.

4. An Overview of the Existing Delivery System

Existing facilities and services were assessed using the four umbrellas of parks, culture recreation and administration

4.1 Parks

Parks and open space in the City of Hamilton serve three general functions. They contribute to the protection of natural areas, features and ecosystems, help beautify the City and provide areas for outdoor recreation. As an ancillary function, open space linkages or corridor trails facilitate a network of alternative transportation opportunities.

It should be noted that needs of urban neighbourhoods are different from those of more rural neighbourhoods. Urban areas require more parkland because of higher density populations and smaller lot sizes. While there should be equity in each area, they do not need to be of equal size and do not need to be the same.

In addition to City owned parks and open space, public land is provided through the Niagara Escarpment Commission and four local Conservation Authorities. The Hamilton Conservation Authority is the largest and most active.

4.1.1 Active Use Open Space

The City has an inventory of 221 public parks with a total area of 634 hectares; this equates to a citywide active parkland standard of 1.29 hectares per 1,000 residents. Park amenities include 281 ball diamonds, 135 soccer fields, 237 play structures, 36 swimming/wading pools and 47 splash pads. There are two stadiums, two golf courses and 251 play courts (including horseshoes, tennis, bocci, and multi-purpose courts). There is one skateboard park. Notable park features include an inventory of 145 plaques/monuments/statues. The core area of the City has a lower service level of neighbourhood parks (fewer available within walking distance) and generally less green space per capita. However, it also has some of the most outstanding examples of major parks including Bayfront Park (as part of the waterfront) and Gage Park.

Sports fields are among the most intensely used park amenities. The following points relate to the existing inventory of sports fields, as well as the community groups who use them.

- There has been rapid growth in organized soccer across Ontario in the past decade and this trend is reflected in Hamilton. Seventeen clubs, linked informally through the Hamilton District Soccer Association, provide soccer for children and youth. The HDSA's priority to this point has been competitive soccer. Registration in 2001 exceeded 16,000. There are approximately twice as many Hamilton residents playing soccer compared to baseball/softball. However, there are twice as many ball diamonds as there are soccer pitches in the City's inventory.

- Soccer groups have just completed a field allocation policy in partnership with the City. At the time of the writing of this report, they were working with rates and moving to projected field requirements.

- Overall registration for baseball has declined 50% in 6 years, but at least two local clubs (including East Mountain) continue to grow. The Hamilton District Baseball Association oversees ten programs and had 2,500 participants in 2001. Little League saw 2,500 participants in 2001. The Scott Park baseball program provides a valuable skill development opportunity for inner City children

- Neighbourhood based t-ball, softball and soccer programs (Community Councils) reported a total of approximately 3,500 participants in 2001.

- Most soccer fields are used intensively on weeknights (Monday through Thursday) and are underutilized on weekends; in some cases (Glanbrook) unlit fields are regularly used for two games. Some concern was expressed about overuse of higher quality soccer fields or that 'occasional' users such as old timers don't have the same feeling of ownership as the minor organizations. Some old timers soccer is played on privately operated sports fields.

- New soccer fields have been developed in recent years. However, fields in the core area have not increased proportionally.

- Most sport field user groups identified the need for repairs or improvements to existing sports fields and many expressed their willingness to share in the cost with the City.

- Many organized community sports clubs have partnered with the City to upgrade sports fields or help build new ones. An example would be soccer groups building Mohawk Park. This has resulted in two strongly held points of view:
    1. There is a feeling of ownership and concern about past contributions not being factored into the scheduling of these fields. Several user groups also perform some of the regular maintenance of their designated home fields. An example would be lining the fields, particularly in outlying areas.
    2. User groups expressed concern with maintenance standards at some City sport fields, suggesting that it is not consistent from one site to another.

- The condition of sport fields located on school property varies across the City. Some are scheduled and maintained by the City through agreements with former municipalities such as Stoney Creek and Flamborough. Few of the school fields in old Hamilton are used by the community because of their poor condition and minimal maintenance by school boards.

- The City is being looked to for leadership in brokering a new arrangement with both school boards to enhance the use of school fields by community soccer clubs. Many community groups are prepared to share the cost of minor capital projects (up to $50,000) and support the idea of a simple and accessible City grant program designed for such initiatives.

- In addition to City owned and/or operated facilities, there are additional facilities being run privately that are available to the general public; the largest of which is Dofasco Field. The Dofasco Recreation Club is located on a 100-acre site, a portion of which includes seven ball diamonds and one soccer field.

The following points relate to active facilities and pursuits in parks other than sports fields.

- The Hamilton Cricket Club, formed in 1847, has declining membership and aging facilities. The same can generally be said for other traditional activities like bocce, lawn bowling and tennis.

- The Chedoke Sports Park includes a city operated beginner ski hill with 3 t-bars; a major infusion of capital funds is required to replace obsolete equipment or the facility faces closure. A committee has been formed to review recommendations prepared by another consultant on the future of Chedoke. As of the writing of this report, a decision had not been made.

- McMaster University operates an outdoor track/football stadium that is extensively used for community and school events. Few other track facilities are available with suitable running surfaces and amenities.

- Hamilton's Around the Bay road race was started in 1894 and last year attracted 4,000 runners.

4.1.2 Natural Areas and Passive Use Open Space

Contrary to its image as a center of industry with limited green space, Hamilton has an impressive array of natural areas.

- The Escarpment is the most dominant feature that defines the city. The proposed Giant's Rib Discovery Centre has great potential for attracting residents and visitors to the Niagara Escarpment. A proposed 25,000 square foot building will be built at an abandoned limestone quarry in the former municipality of Flamborough. A board of directors is in place, and a public relations/marketing office exists in Waterdown. It is hoped that the Centre will be a focal eco-tourist attraction for the City of Hamilton, opening up accessibility to the escarpment that doesn't currently exist. The Centre would develop programs for citizens for all ages and degrees of ability, stressing the sustainable use of the

Escarpment and the constant need to protect its natural features for the use of future generations. The City of Hamilton Council has approved funding for the Centre in the amount of $2,690,000, conditional on raising the additional capital required. Total capital cost for the project is $20 million. Funding and seed money have also been confirmed from the former Town of Flamborough, the Trillium Foundation and the former Region of Hamilton-Wentworth for the development of a Business Plan. Application has been made to the Province of Ontario's SuperBuild Fund for $6.9 million, and while notification of approval has not been received from the Province, it is understood that any funding would be dependent upon support from partnerships formed with the private sector.

- The Niagara Escarpment Planning and Development Act has established a planning process to ensure the area will be protected. The Niagara Escarpment Plan serves as a framework for finding a balance between development, preservation and enjoyment. In 1990, the Bureau of the United Nations Educational, Scientific and Cultural Organisation (UNESCO) Man and Biosphere (MAB) program approved the designation of the Niagara Escarpment as a Biosphere Reserve.

- Dundas Valley is one of southern Ontario's most spectacular natural areas, comprising 1,200 hectares in part of a glacial formation. The Hamilton Conservation Authority (HCA) is one of four local conservation authorities responsible for watershed protection and management within the city's boundaries and alone oversees 3,600 hectares of natural areas. The HCA operates Christie Conservation Area (336 hectares), Valens Conservation Area, Confederation Park (83 hectares) and Westfield Heritage Village, the latter two under contract with the city.

- Confederation Park is a focal point for residents and visitors alike, featuring a variety of leisure activities, amusement areas and public open space that includes the City's busiest beach on Lake Ontario. Bayfront Park is very popular with residents for a variety of activities, ranging from in-line skating to recreational fishing.

- Hamilton has an extensive network of trails available to residents, totaling 137 km. The most prominent is the Bruce Trail. The Hamilton to Brantford Rail Trail (32 km), the Lafarge 2000 Trail (22km) and the Dofasco 2000 (11.5 km) are supplemented by several smaller trails such as those in Flamborough Leisure Park. Some links exist between these trail systems and many lead to protected natural areas. Existing trails could accommodate much greater use by residents and visitors to Hamilton. Hamilton's trail system would be an essential element for developing future eco-tourism Strategies. The City publishes a Bikeway, Trails and Parks guide, which includes trails, bike routes, places of interest, and centres and arenas. It should be noted that Hamilton's sidewalks and neighbourhood streets act as linkages to recreational facilities and access to open space and natural areas, in addition to the existing network of trails.

- The Harbour area is an important natural area. The Waterfront Trail, Pier 4 and Bayfront Park are all important features.

- Fifty Point Marina is a significant local facility and popular family campground, offering 312 berths and a large sandy beach.

- The Hamilton Port Authority is in the process of preparing a land use plan for the orderly development of the Port of Hamilton. A public meeting was held in March 2002 to present the plan to citizens. As well, the Port Authority has interviewed community stakeholders, held a port visioning workship with the Port Authority Board of Directors and staff, held a community visioning workshop for stakeholders, prepared a background report, and prepared a draft Land Use Plan. In June 2000, the Federal Government pledged $21.3 million for overall Harbour development, and committed to build the new Canada Discovery Centre on Marine Conservation on Hamilton Harbour. This interpretive centre, through four interpretive galleries, will introduce visitors to Canada's system of national parks, historic sites and marine conservation areas, explore Canada's marine heritage, provide information on the surrounding region and devote one gallery to the Great Lakes story. The $10 million Centre is planned to be open by late summer of 2003.

- Lake Niapenca, man-made lake 174 hectares in size, is part of the Binbrook Conservation Area, owned and managed by the Niagara Peninsula Conservation Authority.

- The Niagara Escarpment Parks and Open Space System (NEPOSS) began a study in late 2001 to look at future implementation of its Open Space Plan; there are currently 117 park and open space areas within the NEPOSS, some of which are located in Hamilton. At the point of writing, the open space plan was not available.

4.1.3 Landscaped Gardens

The City has a good inventory of Landscaped Gardens, as well as knowledge of what they have. Prominent examples include extensive gardens at Gage, Churchill and Sam Lawrence Parks. Information is made available through the Hamilton Community Guide. In a prominent section, the Community Guide states that, "The New City of Hamilton enjoys an extensive inventory….", and proceeds to list which kinds of parks have planters and how many there are. This is somewhat atypical in Ontario urban centres and represents a strength of the parks system.

The inventory is rich and diverse, including 477 planters and 377 hanging baskets which contribute to the beauty of the community. There are 70,000 square feet of traffic island planting beds and 58,500 square feet of floral displays. There are more than 300,000 trees within municipal parkland, greenspace and road allowances. The City provides forestry services to approximately 16,000 trees annually, including trimming, removal of dead trees and tree planting. They also provide emergency response for storm damage to trees.

The greenhouse operations, in excess of 28,500 square feet in size, produce 500,000 seedlings annually and attract an estimated 30,000 visitors each year. Greenhouses may be non-traditional facilities under municipal responsibility, but the 30,000 visits per year currently experienced at the City's greenhouse suggest that they are an important service. Gage Park Greenhouse has been utilized for a number of programs, including Serve Canada, Brain Trust Injury Cases, modified work programs through the City of Hamilton, and College and High School placement programs. There may be potential for increasing the number of greenhouse visits and encouraging additional use.

The Trillium Awards Program, formerly called The Hamilton Beautification Awards Program, was established in 1956. "The program promotes and encourages community pride through the recognition of excellence in landscape design, maintenance and effort to beautify properties making a positive contribution to the City." In 2001 the program was expanded to include Dundas, Stoney Creek and Glanbrook. Additional awards of excellence are given to one large property and one small property. Nominees include industrial, commercial, institutional, and multi-residential properties. Bursaries are also awarded to two graduating students from Mohawk College who have excelled in landscape and horticulture programs. This program is not City funded, but is owned by corporate sponsors, is volunteer driven, and staff administered.

The Royal Botanical Gardens are a prominent feature in Hamilton. The RBG is funded in part through the Provincial Government and operated at arms length by a Board of Directors. Residents and tourists alike benefit from this one-of-a- kind facility in the province.

4.2 Culture

4.2.1 Performing Arts

The Hamilton Regional Arts Council (HRAC), comprised of 280 individual and 30 organizational members, believes the City has a vibrant and strong arts community.

There are a number of very successful performing arts groups, some with a long history, in Hamilton. They include:

- Opera Hamilton is internationally acclaimed, and is one of four professional arts groups in the City.

- The Hamilton Philharmonic Orchestra is one of the oldest in Canada.

- Theatre Aquarius owns and operates its own facility, the du Maurier Centre Ltd. Now in its' 29th season, it is a viable and stable arts organization.
- One of the leading performing arts groups in Hamilton serving youth, the All Star Jazz Band, has produced 5 CD's.
- The Hamilton Conservatory for the Arts is a highly successful training facility for young artists, focusing on theatre, dance, visual arts and music.
- Audiences have been steadily increasing for the Binbrook Little Theatre's adult, family and youth productions.
- The Hamilton Players' Guild, now in their 126th season, is the oldest little theatre group in North America. They perform at Studio Theatre Hamilton Place.
- Hamilton Theatre Inc. is Hamilton's oldest musical theatre company, now in its 45th season. Performances take place in the Studio Theatre of the Ronald V. Joyce Centre for the Performing Arts at Hamilton Place.
- Hamilton Urban Theatre is a community-based theatre dedicated to performing works of William Shakespeare. Summer performances are held on the Jackson Square rooftop, and spring performances are held in the main hall of Hamilton Place.
- Ancaster Community Theatre is a small community group that produces comedies and mysteries in St. John's Anglican Church Hall in Ancaster.
- Theatre Ancaster is a musical theatre company that performs at the Ancaster High School Auditorium
- The Dundas Little Theater, in its 21st season, operates a city owned building which is currently in need of repairs. Memorial Hall requires some significant upgrades to keep it functional.
- Little Dreams Theatre Co. is primarily made up of McMaster graduates, and is dedicated to quality productions at affordable ticket prices.
- Northern Lights Theatre Co. produces plays by William Shakespeare, using modern themes. They perform at the Staircase Café Theatre, which is located at 27 Dundurn St. North.
- Spirit, Soul & Body Dance Theatre is a Hamilton-based dance troupe that performs at the Staircase Café Theatre.

- Staircase Café Theatre is a blend of improvisation, workshops and dramatic productions.

- The Geritol Follies features Christmas and springtime performances by seniors at Hamilton Place.

- One of the fall season's arts events is the Brott Autumn Music Festival, with most performances being held in Hamilton venues, and offering a variety of musical choices spanning three months.

- Tivoli Theatre is a professional theatre troupe offering a wide range of drama and comedy. Several productions have toured beyond the Hamilton stage. Performances are held at the historic Tivoli Theatre, at 108 James Street North.

- Waterdown Village Theatre has been producing shows for over 30 years in Memorial Hall. The offer a regular season of 3 plays, including a family-oriented show. There are opportunities for the public to participate both onstage and backstage.

- McMaster University offers Celebrity Concerts and festivals through the McMaster School of Arts.

Hamilton Entertainment and Convention Facilities Inc. (HECFI) manages the City's three prime convention and entertainment venues, attracting one million patrons in 1999. Together, they provide facilities and services for performing arts, including operation of a theatre, music hall, concert hall, ballroom and cinema. Ronald V. Joyce Centre for the Performing Arts at Hamilton Place offers venues for larger, professional productions. Copps Coliseum is capable of hosting concerts. The Hamilton Convention Centre is the third facility. HECFI also provides and presents educational, social and cultural activities related to the arts. They present, produce, manage and conduct many types of performing arts, including plays, dramas, comedies, revues and ballet shows. The smaller programming spaces available at Hamilton Place are viewed as expensive and inaccessible to local groups.

There are no dedicated mid-size performing spaces in the core area (with seating for 300-400). Many concerts and plays are held in churches or other multi-purpose spaces, several of which are highly appropriate performance spaces and have an important role as cultural venues. Partnerships to enhance these spaces for access and comfort could prove very practical.

Plans are underway by a private group to open a Multi-Arts Centre and Music Emporium (MACNME) in Waterdown. The location being considered is a subway building on Dundas St. MACNME is a centre that will facilitate teaching studios, rehearsal studios and a performing stage with an onsite café. The Café will be a place for musicians and artists to network ideas and also a convenience for people attending workshops and seminars in the main stage room. An Arts and Music Therapy program will be offered. The centre, with the help of corporate sponsorship, will help fund the students in this program. Plans are for a mid 2002 opening.

Audience building is a priority for the HRAC and its members. The Hamilton Philharmonic is planning for its future growth and expects to become a full time professional orchestra, more than doubling its current $1M budget. The All Star Jazz Band requires space in order to start a new 60-piece youth wind orchestra.

Most performing arts groups interviewed by the consultants stipulated that the City is not doing enough for performing or visual arts.

Many of the City's performing arts groups feel that the City's infrastructure for the performing arts is inadequate. HRAC indicates there is no performance center in the core area for mid-sized productions (existing facilities seat up to 60 or over 800). However, there is some excess capacity in facilities outside the core area.

4.2.2 *Visual Arts and Crafts*

While many performing arts groups responded to the invitation for interviews with the consultants, relatively few visual arts/crafts groups did so. The consultants are not sure if that means that there are many fewer of these groups in Hamilton, or that their needs are relatively well met. Of those who did provide input, there was a general theme and perception of interest in partnering to renovate existing vacant space.

- Arts and crafts production spaces (i.e. arts and crafts studios) are more likely to be provided at the neighbourhood level. Art gallery and display space is most likely to be provided on a City wide level.
- The Art Gallery of Hamilton (AGH) is among the largest of the public art galleries operated at the community level in Ontario, and features one of the most significant collections in Canada. The AGH, operated at arms length from the City, offers a number of programs, ranging from Introduction to Watercolours for adults to Sketch Clubs and Studio Arts for children, to regular teas and tours. An annual Family Day encourages the public to come to an open house and tour the facilities. The AGH Board of Directors is planning a major refurbishing of its building to improve climate control and enclose the inner courtyard. In addition to its annual operating grant from the City, the AGH is seeking a City contribution to its capital campaign.
- The Dundas Valley School of Art had 4150 students enrolled in its fall 2001 session, half of them children; this group owns its own building and operates at capacity as a result of steady growth. New space is needed to permit the expansion of programs planned by the Dundas Valley School of Art.
- Hamilton Artists Inc. is an artist run center presenting, promoting and supporting contemporary Canadian art; it represents the type of studio development in the core area so often seen as essential to its revitalization.
- Other Visual Arts spaces and opportunities include the Carnegie Gallery in Dundas, Gallery 435, Gallery in the Mall (Jackson Square), the Hamilton Conservatory for the Arts Gallery, the Hamilton Public Library, the Native Indian/ Inuit Photographers Association (NIIPA), the Sunset Gallery, Transit Gallery and Westdale Gallery on Augusta.

4.2.3 Heritage Services

Hamilton's City-operated seven local museums reflect the City's significant role in Canadian history.

- Dundurn National Historic Site contains Dundurn Castle, the largest local museum, which includes a City-operated restaurant, featuring 19th century recipes. Dundurn Castle is in need of significant foundation repairs and continuing restoration. Restoration of this type of facility is significantly higher in cost due to the painstaking restoration and preservation techniques needed to maintain historical integrity. Dundurn receives approximately 60,000 visitors per year, a quarter of which occur over the Christmas season when the Garden Club of Hamilton decorates the building in period props. Dundurn Castle has the highest attendance of any Community Museum in Ontario. Since the museum marketing coordinator position was eliminated in the late 1990's, bus tours are down. There are four curatorial and three cleaning staff, as well as three staff in the restaurant. The City has owned the building since 1899, and it was restored during 1965-67. The Parks Division maintains the grounds, with special consideration for their heritage value.

- Visitors to Battlefield House Museum can explore the original Gage homestead where the Battle of Stoney Creek raged. Battlefield Park is very significant historically, as it is where the Battle of Stoney Creek took place. There are 34 acres. An old barn, currently used by Parks, will be moved to the back of the site and used for programming. There were 12,000 paid visits, including special events, to the Gage homestead during the 2001 May-September season.

- The Hamilton Military Museum houses an impressive permanent collection of uniforms, weapons and lifestyle representing the War of 1812, the Rebellion of 1837-38, the Victorian era, the Boer War and World War I. There are 30,000 paid admissions to the Military Museum each year. The Hamilton Military Museum is the most highly attended "speciality" museum in Ontario. Programs here are strongly tied to curriculums in schools.

- The Museum of Steam and Technology, the building itself a 140 year old waterworks, looks back into life at the beginning of Canada's industrial revolution. The Steam and Technology Museum has a family focus. They have 120 volunteers, putting in 5,000-6,000 hours per year. They are open 6 days per week, during afternoons for the public and mornings for schools. Meeting rooms are rented out during the evenings. There are 3,000 paid admissions per year, plus 4,000 attending special events, as well as visits by school children. Total visits in 2001 were 13,000, a slight increase over the year before. Parking is deficient, with 70 cars maximum. Signage on site is a problem, as is traffic movement. Almost half the visitors come from outside Hamilton (25% from outside Niagara area). There are three full-time curatorial staff and two part-time program staff. There are five buildings in total, three of which are designated national historic sites. 2002 Capital Projects (draft) include parking expansion and signage.

- Whitehern is the former home of 3 generations of the McQuestens family, who made significant contributions to the community, including developing the Royal Botanical Gardens, the QEW and McMaster University, to name a few. Whitehern Historic House and Garden was acquired by the City in 1968, and opened in 1971. All the contents of the house belonged to the original family. It has received federal designation under national historic sites as a Level 1 Heritage Resource. It operates year-round, six days per week, for three hours each afternoon (more during the summer). Attendance in 2001 reached almost 10,000, the highest in 10 years. Beginning in 2001, the site became available to the public to rent for wedding ceremonies.

- Fieldcote Memorial Park & Museum is Ancaster's cultural heritage centre, showcasing local history, fine arts and natural heritage. The Fieldcote Memorial Park & Museum, donated to residents of Ancaster in 1983, consists of exhibits, archives, a venue for artists to display and sell their work, and landscaped gardens, located on a 6.5 acre English Tudor style setting. Community involvement is important at Fieldcote, where 3 three volunteer groups are involved with the gardens. Meeting space is rented out and also used free by groups who help out on site. There is much emphasis on art, and paintings are displayed in an upstairs gallery. The Ancaster Historical Society maintains an archive and offices on site. This is an active cultural and heritage centre for Ancaster, used mostly by locals, but with considerable potential for increased use.

- The Hamilton Children's Museum is a unique hands-on learning centre with changing exhibit topics and special workshops. The Children's museum has building deficiencies and requires a climate control system. The building is not a designated heritage site. The capacity is quite low, with the ability to accommodate only 50 people at one time. That limits attendance to about 30,000 visits per year, whereas staff estimates that current demand could easily reach 65,000 with more hours of operation and more efficient use of space following an expansion. The public can rent facilities for birthday parties. The Museum is going through program changes, returning to curriculum-based programs with two exhibits per year. The Museum is located in Gage Park, and has much opportunity for outdoor events. The basement is used for storage, and represents a hazard, as it flooded three years ago; there is no ventilation, and ceilings are low. There is potential to make use of technology. The facility is currently recognized/funded by the City under the community museums, but needs to better meet provincial criteria in order to receive additional funding from senior levels of government.

- Much is being done to promote visits to local heritage services. However usage is not high, and, with the exception of the Children's Museum, there remains much opportunity for increased use. The Seven Museums of the City of Hamilton can become an even greater focus for use by residents and as a tourism attraction. Cost of access to local museums like Dundurn and Whitehern are a concern for special needs service providers.

- The City's Culture division has a conservation lab, with preservation and restoration as the two main functions. This lab supports the seven local museums as well as art collections. There is a special project underway to "de-acidify" the book collection at Whitehern, which will extend the life of the books by 200-300 years. Storage remains one of the biggest issues in heritage services. There are no City archives.

- In February 2002, Southern Ontario Tourism Organization (SOTO) completed a Marketing Strategy Framework Report for the City of Hamilton's Seven Museums and The Farmers Market for the Community Services Department of the City of Hamilton. A major recommendation from this report is that a greater market impact can be achieved through branding the experience as the "Twelve Historical Sites of Hamilton", which would require the City and other historical site owners to work together and share costs, in which the City would be the dominant partner. The budget recommendations include a marketing program budget increase of $33,150 (41% increase over 2001), including $12,000 for special event development and marketing. It also includes provision for $40,000 for program delivery in the form of a dedicated marketing and communications position, all of which will help to realize an increase in site attendance and revenues.

The following is a partial listing of additional historically/culturally significant facilities currently owned by the City. City staff have indicated that no clear plan has been established to maintain the buildings to the level of their significance. The Planning and Development Department has indicated they will be undertaking the preparation of a management strategy for City-owned heritage properties, during 2002.

- West Avenue School
- St. Marks's Church
- Carnegie Gallery
- Balfour Estate
- Chestnut Grove
- Aubrey Zimmerman House
- Old Town Hall, Ancaster
- Richard Hammel House
- Rockton Stone Barn
- Tisdale House
- Tweedside Church

- Veevers Estate
- Nash Jackson House, Stoney Creek
- Auchmar Estate
- St. Mark's Church

Heritage related organizations identified by the consultants and staff are identified as follows:

- The Stoney Creek Historical Society is a vital link to the area's history and the Battle of Stoney Creek. Fundraising is underway for a new Stoney Creek museum.
- Battlefield, Fieldcote and the Children's museums have "Friends" organizations. Others are being established. More community involvement is needed, including fundraising and special events.
- Ancaster Township Historical Society
- Architectural Conservancy of Ontario- Hamilton Branch
- Beverly Heritage Society
- Binbrook Heritage Society
- Canada West Society
- Dundas Heritage Society
- Friends of the Educational Archives & Heritage Centre
- Friends of Westfield
- Glanbrook Heritage Society
- Hamilton Mountain Heritage Society
- Hamilton Ships Company 1812
- Head-of-the-Lake Heritage Society
- MacNab Circle
- Ontario Archaeological Society- Hamilton Chapter
- The Ontario Genealogical Society- Hamilton Branch
- Stoney Creek Heritage Society
- United Empire Loyalists Association of Canada- Hamilton Branch
- Waterdown-East Flamborough Heritage Society
- Centre for Canadian Historical Horticultural Studies- RBG
- Educational Archives and Heritage Centre of Hamilton-Wentworth
- Flamborough Archives
- Hamilton Public Library- Special Collections
- Mills Memorial Library- William Ready Division of Archives and Research Collections
- Head of the Lake Re-enactment Society
- TH&B Railway Company Heritage Society
- Hamilton-Wentworth Archaeological Foundation

Several other heritage sites and amenities were identified by the Consultants.

- The City of Hamilton has 473 acres of cemeteries at 67 locations throughout the City. Annually, there are 1,500 internments, 450 monument installations and over 1,000 record inquiries.

- There are a number of historically significant statuaries and monuments throughout the City. They are typically carved stone, bronze, metal, brass plaques, etc., which are in public display and open to the elements. It is essential that they be maintained for future generations. Many of the historic statues and monuments are considered part of the City's public art collection.

- The City has two preserved armed merchant schooners, Hamilton and Scourge, which may eventually be raised from the bottom of the lake and displayed in a museum. In 1983, the Hamilton and Scourge Foundation, Inc., published a book entitled "Ghost Ships, Hamilton & Scourge: Historical Treasures from the War of 1812", written by Emily Cain. The City of Hamilton participated in the project. An article was also published on these two sunken ships in Vol. 163, No. 3, March 1983, in National Geographic magazine.

- The City has a vast supply of significant archeological sites.

There are a number of additional museums (some of which receive annual grants from the City) available to local residents, which contribute to the ambiance of the City:

- Canadian Warplane Heritage Museum
- Dundas Historical Museum
- Erland Lee Museum
- Griffin House Museum (owned by Hamilton Conservation Authority and operated by the City)
- Workers Arts & Heritage Centre
- Royal Hamilton Light Infantry Heritage Museum
- Canadian Football Hall of Fame
- Hermitage Gatehouse Museum
- Valens Log Cabin Museum
- Westfield Village (owned by the City and operated by Hamilton Conservation Authority)
- Museum of the History Psychiatry
- Argyll & Sutherland Highlanders of Canada Collection.

City Council appoints members to the Hamilton Historical Board and the Local Architectural Conservation Advisory Committee (LACAC), whose mandates are critical to preserving the City's heritage.

4.2.4 *Festivals and Special Events*

The City of Hamilton is host to over 300 festivals and events, attracting over one million people. Festivals and events enhance quality of life, tourism, culture, recreation, and provide economic benefits to local businesses. Festivals and events would not be possible without the invaluable service of volunteers, community groups and sponsors that add their support and skills. These events vary in scope, purpose, size, cost and complexity. The management of festivals and special events on municipal properties require the co-ordinated efforts of staff to ensure safe event operation, and adherence to applicable by-laws, policies and procedures.

In terms of support from the City, "one stop shopping" is available from the Special Event Advisory Team (S.E.A.T.). The team includes representation from the following:

- Community Services
    - Culture and Recreation (park permits, alcohol and fireworks approval)
    - Parks (site logistics)
    - Hamilton Emergency Services- Emergency Medical Service (Ambulance) & Hamilton Fire Service
- Building and Licensing
    - Noise Control
    - Property Standards
    - Zoning
    - Business Licensing (vendors)
    - Carnivals/ amusement rides/ circus licenses
    - Building Permits (tents/ temporary structures)
- Transportation, Operations and Environment
    - Road and Traffic Division (full/ partial road closures/ permits)
    - Hamilton Street Railway
- Hamilton Police Services
- Finance & Corporate Services
    - Parking enforcement and operations
    - Community Grants Program
- Electrical Safety Authority
- Social & Public Health

There appears to be good promotion of festivals and special events happening in the City. The City's Community Guide, published twice per year, dedicates four full pages to listing events, along with the date, location and contact number. The listing is broad, ranging from the Hamilton-Wentworth Federation of Agriculture Farmer of the Year Banquet, to Eggstravaganza, to barn dances, to Mother's Day Teas, Plant Sales and Quilt Shows.

The City of Hamilton publishes a bi-monthly Events listing, available at City Hall and venues around the City. The publication invites groups to list events on the City website through the Economic Development department. Given that tourism is now operated at arms length from the City (formerly in Economic Development), the future use of the City's website for listing special events remains to be confirmed.

The City offers shuttles to some events. Canada Day, Royal Bank Aquafest and some festivals have even shared a shuttle between three events over the same weekend going to different parks/ locations. There is also free public transit to New Year's Eve activities provided by the City.

The Winona Peach Festival attracted more than 220,000 people in 2001 and is a good example of one of Hamilton's larger festivals. Its success has been due largely to the commitment of community volunteers (there are no paid staff) and the 22 local organizations that have this as their main fundraising event of the year. Some site improvements are needed. The Peach Hut requires a foundation/floor ($15-20,000) and hydro upgrades started by former Stoney Creek have to be completed. Winona Peach Festival is willing to cost share site improvements with the City.

Many small festivals and special events are planned by community groups, some supported through local Business Improvement Associations.

McMaster University hosted the 2002 CIAU Women's Basketball Championship and offered local groups the potential to fundraise up to $25,000 by selling tickets.

4.3 Recreation

4.3.1 Ice Activities

The City operates 21 indoor arenas with 22 ice surfaces in total. There are also two privately run facilities, each with twin surfaces. As well, Dofasco Recreation Centre has a twin pad, which is available to the public on a limited basis. In total, there are 28 regulation ice sheets serving city residents.

The City's 22 arenas each have roughly 71 prime time and 45 off-peak hours of ice available per week. Citywide, 40,612 ice hours of prime time ice are available during the 26-week regular winter season. Ice time is also available to the public at the Dofasco Recreation Club and two privately operated double arenas.

During the 2001-2002 regular season there was a 12.65% vacancy rate for prime time ice reported by City staff. Virtually all prime-time ice is allocated to children and youth. The City subsidizes the operating costs of its arenas by over 3 million dollars each year. While the exact subsidy is difficult to determine (the costs of many arenas are mixed with other facilities in the same building), the recovery rate for arenas (i.e. that portion of operating costs recovered by users) is approximately 50%. Most of the unused prime time hours were in centrally located arenas which are unsuitable locations for easy access by suburban residents, while the demand exceeded capacity at some suburban facilities. As an example, Hamilton Girl's Hockey fully uses the prime-time ice allocated to them. Hamilton Women's League ice time is all at private facilities, as no suitable hours exist at City facilities.

Information obtained on arena user groups by the consultants included the following:

- Girls and women's hockey leagues are continuing their rapid growth of the last decade; HGH has run the largest minor hockey tournament in Hamilton with 150 teams while the HWH oversees the largest women's recreational program in Ontario.

- Boys' hockey in suburban areas like Glanbrook, Ancaster and Flamborough is also growing, but citywide registration has been stable. Recreational hockey programs for men remain popular (Ancaster has a waiting list of 100) and are typically looking for more ice time.

- The Wentworth Skating Club has seen a rapid decline in membership to 150 skaters in 2001. Glanbrook has 190 members.

- Some for-profit skating schools are offered at city arenas.

- Dofasco's minor hockey program has 550 players.

- Off-season use of arenas includes two ball hockey leagues with over 600 players.

There is interest by girls hockey to have the City facilitate a discussion among the 5 groups to look at the structure of girls hockey, better coordinate issues and manage player movement.

An ice allocation policy has recently been completed and balanced. Users believe there is a shortfall in available ice time, and are awaiting potential development of a new quad pad. Girls' hockey representatives do not believe that that they receive a fair share of prime time ice.

Dundas has two indoor ice surfaces. Dundas Market Street Arena has a regulation ice surface which does not operate in summer. Olympic Arena has an Olympic sized ice surface, spectator seating for 250, and operates 11 months of the year. Both have had recent energy conservation upgrades.

The following list of Arenas indicates those facilities which are in the most advanced stages of their lifecycle (i.e. are closest to the end of their functional lifespan and are most in need of retrofit or closure).

- Eastwood Arena is located in the north end of the City and represents one of the oldest arenas in the City. Initially, the facility also included an outdoor pool, which was decommissioned some time ago. Overall, the facility lacks the brightness and amenities of newer arenas and fails to take advantage of additional revenue streams. It was originally an outdoor facility, then covered with a roof, then enclosed. It lacks mechanical upgrades, insulation, dehumidification, building automated systems, concessions and office space. At one time, it was proposed that the facility be decommissioned and that a replacement be built in an area of greater demand, with multiple pads for efficiency.

- Coronation Arena is similar in all respects to Eastwood. It lacks the amenities, has an aging pool facility, uses the pool as a cooling tower, lacks an energy efficient low emissivity ceiling and has an internal zamboni room. A previous study looked at abandoning the Dalewood recreation centre attached to the school, to create a complex with arena, recreation centre and fire hall. This plan did not evolve because of time and budget restrictions.

- Market Street Arena, in Dundas, is fairly old and in need of new boards and floor replacement. It is currently in the capital budget at a cost of approximately $500,000. The arena has a spectator bowl and will host the Allen Cup, the oldtimers version of the Stanley Cup. It is located in the heart of Dundas, in close proximity to the Dundas Pool and Dundas Little Theatre.

- Spring Valley Arena, located in Ancaster, is functional but not aesthetically pleasing. The facility is in need of replacement boards, improvements to the size of glass, and general upgrades due to age. It could use additional room for concession operations, improved parking and mechanical upgrades.

- Saltfleet Arena, located in the east end of Stoney Creek, is functional but also aging. Staff recommend seating and other upgrades to bring the facility to more modern standards, as well as increasing revenues by creating a concession.

- North Wentworth Arena and Community Centre is functional but aging. Equipment has been well maintained. The arena has an outdated flooded ammonia system which should be overhauled or replaced. This arena could potentially be a site of future twinning, for efficiency and to keep up with demand caused by growth in the Flamborough area.

- Rosedale Arena has a small aging plant. Recent additions have seen the installation of a cooling tower, but it is in need of additional horsepower to operate efficiently. The change rooms are abnormally small, staff areas are constrictive, heating is problematic, and increased insulation is needed. The facility is aesthetically pleasing and functional. The concession is small and requires expansion and increased diversification in order to maximize potential revenue.

- Scott Park Arena was built with a smaller than regulation size ice pad. Change rooms are small, there is no concession, very little lobby space and little spectator seating. There is a small amount of storage on site, and a lack of office space. While functional, the facility fails to approach standards, and lacks ancillary space throughout.

A new quad pad has been proposed, to be located at Mohawk Sports Park. The future of the quad pad remains tied to the City budget. At the time of writing, no decision has been made regarding its construction. The former City of Hamilton had 11 ice surfaces, which was the basis on which the quad pad needs assessment identified a shortage of 2.7 pads.

When compared to other urban centres in Ontario, the City currently has a standard on par with the average, as summarized in ***Figure Sixteen***.

Figure Sixteen
Summary of Arena Provision in Comparable Ontario Communities

Community	Population	Sheets of Arena Ice	Sheets per capita
Ottawa	774,000	40	1 per 19,350
Mississauga	613,000	20	1 per 30,650
Hamilton	490,000	22	1 per 22,272
London	326,000	16	1 per 20,375
Windsor	209,000	8	1 per 26,125
Burlington	151,000	9	1 per 16,778
St. Catharines	123,000	4	1 per 30,750
Totals	2,686,000	19	1 per 22,572

4.3.2 Aquatics Activities

The City of Hamilton operates 16 indoor pools and another is opening in May 2002 at the Recreation Centre for Riverdale Area. They are all 25-metre pools with the exception of Jimmy Thompson Pool, which is 25 yards, and Riverdale, which is an irregular shaped 10 metres x 13 metres. They range from 4-7 lanes, and are distributed evenly among the three current Recreation Districts. Huntington Park Recreation Centre pool (capacity 200) and Valley Park pool (capacity 304) are leisure pools, with slides, family change rooms and ramps. All but one facility (Jimmy Thompson Pool) is wheelchair accessible.

Instructional programs at the City's 16 indoor pools attracted almost 33,000 registrants in 2001. Recreational swims accounted for another 730,000 user visits, including outdoor pools. Canadian Red Cross and Lifesaving Society instructional programs are offered. Fee schedules are in place and have been harmonized for all former municipalities for one-time admissions, 10-visit clip cards, 1-year memberships, and also for instructional programs. Session dates and schedules, by facility, are provided in the Community Guide.

The busiest pools include Valley Park, for instructional programs, and MacNab and Huntington, for public swims. Valley Park is the only pool at capacity for instructional programs. The average registration across the sixteen pools is 2,000 per year. Average public swims for indoor pools are 41,425 per year. Central Memorial, Jimmy Thompson and Norman "Pinky" Lewis Complex Pools are the least utilized.

As summarized in ***Figure Seventeen***, the City's current quantitative provision standard is significantly higher than the norm in urban centres in Ontario.

Figure Seventeen
Summary of Indoor Pool Provision in Comparable Ontario Communities

Community	Population	Indoor Pools	Pools per capita
Ottawa	774,000	15	1 per 51,600
Mississauga	613,000	11	1 per 55,727
Hamilton	490,000	17	1 per 28,823
London	326,000	3	1 per 103,667
Windsor	209,000	3	1 per 69,667
Burlington	151,000	4	1 per 37,752
St. Catharines	123,000	1	1 per 123,000
Totals	2,686,000	54	1 per 49,741

There are also four indoor pools operated locally by the YMCA or YWCA; one of these - Flamborough - operates in partnership with the City. The YMCA offers a significant Children's Aquatic Program.

The Hamilton East Kiwanis Boys' (in partnership with the City) and Girls' Club operates a pool, including swimming lessons for the public.

McMaster University operates a 50-meter 6-lane pool used by the Hamilton Wentworth Aquatic Club as well as the University's aquatic programs (open to the public). McMaster University is retaining a consultant to develop an aquatic plan that will assess all pool use and demand, and has an interest in partnering with the City.

Other than Hamilton Wentworth Aquatic Club, Hamilton Water Polo, Stoney Creek Synchronized Swimming and the Ancaster Alligators Club, the consultants identified no other community aquatic Clubs. Hamilton aquatic clubs were not active in the consultation.

As well as indoor pools, there are ten public wading pools in the City. There are 23 sites with spray pads (two of them combined with wading pools). There are also ten stand-alone outdoor pools and a further six wading pools or outdoor pools attached to other facilities.

Ten outdoor pools offer public and adult swims, with three of these also offering Red Cross Aquaquest or summer camp programs. In general, all the outdoor pools are in a state of disrepair, lack functionality and generally have little draw due to lack of heating and enjoyment factors. Many lack double drains and proper angles for diving. The pools attached to arenas are aged and have no amenities (heating, play areas, toys, sun shelters access, etc.) Many of the stand-alone outdoor pools have environmental concerns with regard to dumping of water (e.g. Ancaster Lion's Club Pool) as well as health and safety concerns regarding issues surrounding confined spaces below deck (Green Acres and Chedoke Outdoor Pools). In general, Hamilton's outdoor pools have very high operating costs and relatively low usage.

When compared to other urban centres in Ontario, the level of provision of outdoor pools is about equal to the mean and median, as outlined in ***Figure Eighteen.***

Figure Eighteen
Summary of Outdoor Pool Provision in Comparable Ontario Communities

Community	**Population**	**Number of Outdoor Pools**	**Outdoor Pools per capita**
Ottawa	774,000	9	1 per 86,000
Mississauga	613,000	7	1 per 87,571
Hamilton	490,000	10	1 per 49,000
London	326,000	12	1 per 27,167
Windsor	209,000	8	1 per 26,125
Burlington	151,000	3	1 per 50,333
St. Catharines	123,000	4	1 per 30,750
Totals	2,686,000	53	1 per 50,679

4.3.3 Miscellaneous Facilities

Copps Coliseum is municipally owned and operated under an agreement with HECFI. The Hamilton Bulldogs Junior A hockey team is the arena's main tenant. This venue is also used for indoor concerts and other events.

Ivor Wynne Stadium is a City treasure in that it has housed the Hamilton Tiger Cats football club for a number of years. Ivor Wynne Stadium is an aging facility with occupancy of roughly 28,000 persons. The stadium has been renovated in an ad hoc manner is currently in need of several upgrades, including turf ($1.5 million), a video board ($1.5 million), barrier free design improvements, improved sky boxes, an improved sound system, seating (estimated at $5 million), improved and expanded concessions, structural replacement of stands, washroom improvements and expansion and office space for staff.

4.3.4 *Community Centres*

There are 48 community centres in the City of Hamilton, mostly operating at the neighbourhood level. Each of these centres operates independently in planning programs and services. There is no citywide coordination of centre programming standards, schedules or activities. There are no common standards for fees.

Several community centres from old Hamilton are attached to primary schools, some of which have closed or are slated to close.

School closures planned by both school boards will impact community access/adjacent community centres.

The Ancaster Community Centre was developed with a substantial fundraising commitment from Rotary International ($500,000) and represents a partnership that achieved the service club's objectives along with the City's.

In Dundas, the Lions Community Centre is not used to capacity, most likely the result of not meeting needs of users. Valley Community Hall is unable to keep up with the demand.

The Waterdown Lions Club has offered to partner with the City in developing a new community centre.

4.3.5 *Other Services for Children and Youth*

Hamilton has a wide variety of traditional services for children and youth, including structured and unstructured programs and minor sports. These are provided in part by the City, but most services are offered through other public agencies and community partners. This diversity of service providers is healthy but requires an understanding of the range of opportunities available, and it means that areas of need not being addressed can be overlooked.

A common theme throughout the consultation for the master plan was the importance of providing leisure opportunities for ALL children and youth. There was also a strong concensus that it was the City's responsibility to ensure an adequate level of service was provided the children from lower income families, and to youth at risk. Several opportunities exist for the City to seek the support and involvement of other partners in doing so.

The Canadian Centre for the Study of Children at Risk is located in Hamilton and it has a great interest in connecting to the local community. The Centre is developing an annual report card on Hamilton's kids, and wants the City to be a part of it.

Extensive research by Dr. Dan Offord, director for the Centre for Children at Risk, shows that an area of major deficit in children from low-income families compared to their middle class peers is opportunities for and accomplishments in non-school development activities. The STAR (Skills Through Activity and Recreation) program, creasted by Dr. Offord and Christie Lake Camp, has been adopted for inner City use in the City of Hamilton. This program is based on the vision that children from financially disadvantaged families should have equal access to, equal participation in, and equal benefits or outcomes from skill development programs. There is no charge to participants and equipment is provided. The activities that have standardized teaching methods (such as karate and swimming) are taught according to those standards and evaluated. Achievement and participation awards are given out. The active recruitment of participants is considered important. The program allows underprivileged children the opportunity to learn skills so they can join a mainstream program.

The Chair of the Hamilton-Wentworth District School Board would like to see recreation opportunities for children delivered in a seamless fashion alongside other community services. In the City's core area in particular, special attention is needed to ensure children have access to a range of opportunities. The HBA is interested in a future partnership with the City and they are prepared to share costs and responsibility.

During the course of this study theconsultants identified a number of programs and services that currently address the needs of children and youth. The YMCA of Hamilton/Burlington has two facilities located in Hamilton, and has been serving the community since 1856. Their Partners with Youth Annual Giving Campaign gives kids the opportunity to develop skills and confidence that enable them to believe in themselves and their future. More than 4,000 children and youth participate in the program. A YMCA Outreach program partners with schools to reach local children for arts and crafts, board games, recreation and nutrition programs.

The Hamilton East Kiwanis Boys and Girls Club is recognized as one of the best in Canada by its national organization; the club has a membership of 3,000 children and youth who participate in a variety of drop-in and structured programs year round, making it one of the busiest recreation centres in the City.

The Hamilton Basketball Association provides a recreational program for over 1,000 boys and girls in the core area, emphasizing fun and participation. One of the important features of this program is that all participants get equal playing time. As one of the main users of school gyms in the core area, the HBA is not satisfied with having to deal with individual schools to access gyms, nor with the allocation at some schools of gym time that does not meet their needs. The scheduling of school gyms for community groups is fragmented and lacks cohesion. The cost of school gyms has gone up in recent years and the user groups are concerned that increases in registration fees mean fewer children and youth will participate in the future. The cost of gym rentals is not consistent or equitable across the City. The growth of (Waterdown) girls' volleyball has been hindered by a lack of additional gym time.

There are large summer camps run by the YMCA (7,000 children) and Dofasco Recreation Club (800 children), and the YWCA provides an important child care program. Many youth serving agencies are linked to recreation but also public health and social services.

In the process of restructuring over the past year, Culture and Recreation Division staff identified the need to provide opportunities to the youth of all ages to express to staff and Council what their needs really are. In two of the former municipalities, there existed a youth council, one in Ancaster and one in Stoney Creek. The staff of the new City of Hamilton decided that Youth Councils were a very important vehicle for enabling youth twelve and older to express their views on Culture and Recreation services as well as other important issues affecting teens. The goal for 2002 is to determine at least one youth council in every Ward. Following the establishment of ward Councils, they would like to meet representatives to discuss and begin the process of establishing a Citywide Youth Council that would include a staff liaison and a few members of Municipal Council. The focus would be to identify common issues from the area youth councils and bring them to the table for discussion, and then develop strategies to deal with them.

Indoor soccer has grown rapidly in recent years despite difficulty in accessing suitable facilities. Two privately operated indoor soccer facilities have been recently developed to accommodate adult demand.

The SUPIE Program, offered by the City of Hamilton, runs during the summer months. It is a drop-in program offered free of charge. Programming is offered to children during specified times at 69 different park/school ground sites. Many of the programs utilize wading pools/spray pads and basketball hoops, where available.

There is a lack of drop in centres for youth in areas above the Escarpment, with the Rotary Youth Centre in Ancaster being the only centre available outside the core area. No public transportation is available to access this site. Public transportation from other parts of the City to the core area is not seen by youth as being adequate.

4.3.6 Services for Seniors

Hamilton has a wide variety of leisure programs and facilities available for seniors.

There are five full time seniors' centres in Hamilton. Two of these are operated by the City, the Sackville Seniors Centre and the Main Hess Seniors Centre. The new municipal Sackville Centre is a leading edge, state of the art seniors' facility, fully equipped with up-to-date programming equipment and space, and managed by a volunteer board of directors. The YWCA runs two Centres, the Ottawa Street Y Seniors Centre and the Hamilton Seniors Centre. The Ancaster centre has City staff and is managed by a volunteer Board of Directors. A sixth fulltime senior's wellness centre has been proposed by the YWCA, near the Chedoke Twin Pads, but the project relies on financial support from the City as well as the

Superbuild program. There is annual City funding to these groups. For example, the Hamilton YMCA, in 2001, received $271,920 from the City for the two centres that they operate. All but the Sackville Centre receive a provincial Elderly Persons Centres grant, which are matched by the City.

In addition to the fulltime centres, Hamilton seniors have access to 20 clubs that provide a variety of day programs and outings. They are:

- Warden Park Seniors
- Roxborough Senior Centre
- First Place Seniors
- Club 60 Seniors
- Winona Seniors' Club
- Binbrook Senior Citizens
- Mount Hope Senior Citizens
- Waterdown Senior Citizens Club
- Seniors' Walking Group (Waterdown)
- Freelton Senior Citizens Club
- Euchre (Village Manor)
- Greensville Senior Citizens
- Dundas Seniors
- Rockton Women's Institute (Euchre)
- Rotary Garden
- The Senior Connection Day Trips
- Lynden Fun & Fellowship Club
- The Sundowners
- Senior Woodchippers
- Freelton United Church
- Overland Tours

The Winona Senior Club has a building fund established. Club 60 would like to plan a new Senior Centre, and provision for one was included in the plans for the (former) Stoney Creek Downtown Core.

A wide range of support services exist, including Meals On Wheels, VHA Home Maintenance Program, Program for Aging Well, Transportation for Seniors, VON Foot Care Clinic, and Family Caregiver Connection. The Stoney Creek Seniors Outreach program serves 450 clients, enabling them to remain in their homes. Organized groups such as Binbrook Senior Citizens, Mount Hope Senior Citizens, Rockton's Women's Institute and the Sundowners provide leisure experiences throughout the City.

The Hamilton District 23 Senior Games and Wentworth District 22 Senior Games provide older adults in the Hamilton area with the opportunity to increase seniors' social interaction and physical well being, through participation in recreational and sporting activities.

There are a number of major functions and citywide celebrations that target the 55 and over age group. These include Senior Citizens Month, Senior of the Year Award, Senior Games, as well as centres and clubs. Various groups and agencies, all responsible for providing recreational and cultural services in the City, work together to share resources, skills, information, education and promotional activities. They provide lifestyle enrichment through leisure and recreation programs, and enhance seniors' quality of life, as well as their physical, social, cultural and mental well-being. There are many opportunities for skill development, educational training, creativity and expression.

Major initiatives underway by the City for 2002 include:

- Standardization of age criteria for all senior centres/clubs
- Harmonization of rates and fees
- Health and Safety policies and procedures
- Development/exploration of new partnerships (bowling, swimming, golf)
- Increasing the profile of Seniors programs and services
- Volunteer recruitment, training and recognition
- Development of a volunteer program with standard criteria/screening/ evaluation, as well as a program for tracking hours within individual locations, which will enable the City to compare to provincial/national trends and statistics.
- Formulation of a working committee to organize the 2003 OACAO Conference
- Development of a marketing plan promoting wellness through City programs and services
- Involvement in Departmental needs analysis.

4.3.7 Special Needs

The traditional leisure service model for "special needs" is designed to respond to the needs of residents with physical or developmental disabilities, often through segregated programs. The new and more progressive model addresses the needs of this segment of the population in a different way, by offering a blend of integrated and segregated programs that provide the best opportunities for skill development. The new model also broadens the scope of clients to include all segments of the population with "special needs", including children from low income families, youth at risk or others facing barriers to participation.

According to several professionals interviewed, Hamilton has a high proportion of residents with mental illness attracted here by the broad range of healthcare services available.

Hamilton has an impressive number of community service organizations offering a range of services to residents with special needs.

- Access to City recreation centres, pools and gyms is generally provided at low rates.

- The public library has an award-winning information service on disability issues.
- The MAPS program (Meaningful Activities Planning and Services) was set up in 1996 to better coordinate existing services, and today hosts a monthly meeting of 14 mental health service providers. McMaster University operates a large specialized fitness centre used extensively for rehab and exercise for residents with physical disabilities.
- A large, year round equestrian program, run by The Equestrian Association for the Disabled (TEAD), is offered to children and adults with disabilities, with most of its 220 participants coming from Hamilton and supported by 185 volunteers each week. TEAD has a waiting list of 65 children with disabilities. TEAD faces uncertainty regarding a permanent home for its facilities, in that they currently operate on a leased property.
- The Canadian Centre for Studies of Children at Risk offers a unique opportunity to Hamilton – its research scope is national but the centre's resources are available to the community; a new annual report entitled "Keeping score on kids in Hamilton" is being developed.
- Specialized programs are offered at Chedoke ski hill for children with physical or developmental disabilities.
- The CAPC program operates out of the Riverdale storefront location, serving the needs of that diverse, high-density neighbourhood through programs such as pre-school, as well as community development activities.
- The Recreation Mentoring program serves at-risk kids.
- There is extensive daytime use of recreational facilities by residents with special needs, mostly in the core area; adults with mental illness attend unstructured programs like public swimming or use community centres for day programs at half price (CAP is a good example of recreation activities achieving health, social and educational benefits for their adult participants).
- There is a long waiting list for the day program for adults with brain injuries living in the community.
- The CARE program, which provides financial subsidies to City programs, is not widely understood by residents with special needs.

Many community service organizations are looking to the City to continue providing low cost facilities and programs; equally important is the need for staff training and awareness about special needs. Existing service providers are not sure who to contact at City Hall and want to more easily access information regarding availability of programs and facilities, as well as subsidies).

4.3.8 Non-City Community Service Providers

Many of the parks, culture and recreation services offered in Hamilton today are planned, organized and delivered by community groups. According to Volunteer Hamilton, the City has an impressive track record in volunteerism and community support. Indeed, Hamilton led the country in soliciting legacy gifts through the "Our Millenium" program.

There are many examples of the capacity and willingness of Hamilton's voluntary sector to deliver services to the community.

- Volunteer Hamilton currently provides extensive support to Hamilton's volunteers, giving priority at present to seniors, youth, special needs and diverse cultures.

- The Hamilton Community Foundation is one of Canada's most successful, and it sees recreation as an effective tool in addressing community needs. The new baseball diamond developed by the Foundation at Booker T Washington centre is an example, as is the new endowment fund being set up by the Foundation to provide recreation opportunities for children at risk.

- The Hamilton Sports Council recently received a 3-year Trillium grant to help expand its services, including assisting sports groups to recruit volunteers and train coaches.

- The 1st Mount Hope Scout Movement is one of two scout groups in the former Glanbrook; it is a good example of a small, rural volunteer group that operates and maintains the Lions Club Hall.

- Many recreation committees set up by former municipalities continue to exist today, but are unsure of their status with the new City. Examples include the 7 Flamborough recreation sub-committees, park committees from old Hamilton, and the Ancaster Community Committee.

- Bay Area Leadership is a new program intended to develop connections between government, volunteers and the private sector.

- One common issue is the need for these volunteer boards to have a City staff representative available to attend meetings and provide advice (act as a single point of contact for all issues involving the City). Many community groups do not know where to turn to for advice or information from the City and most would like one contact person who would act as their link. Many volunteers believe the City and Council members in particular need to better recognize and work more cooperatively with them (e.g. special event support, acknowledging funds raised by the community in support of facility construction and enhancement projects.

- Volunteers are concerned about their personal liability and feel the City should help.

4.4 Administration

In describing parks, culture and recreation services in Hamilton, it is important to distinguish the City's responsibilities within the much broader service delivery system.

As it relates to buildings that support culture and recreation programs, the City is the major provider of that infrastructure. While some facilities like the two twin-pad arenas have been developed without a municipal contribution, City owned buildings make up the bulk of what is available today. In some instances, like the Kiwanis Boys and Girls Club, the Ancaster Seniors Centre or the Dundas Little Theatre, City owned buildings are operated by others. In others, like Theatre Aquarius, the City leases the land to the Theatre for $1 per year (the purchase price of the land is approximately $1 million).

In terms of parks and open space, the City's inventory is complemented by large segments of natural/protected areas managed by others. Most of the active use parks, from neighbourhood level to City level, are maintained by City staff. Hamilton's network of trails relies heavily upon all open space providers.

Finally, the delivery of programs includes some direct services from the City, like swim lessons and community centre activities. However, the larger majority of Hamilton's inventory of culture and recreation programs are provided by either the private sector, other agencies (school boards, YMCA's) or the hundreds of community-based groups serving residents..

4.4.1 Communication and Marketing

The City of Hamilton acts as a coordinator of communication and marketing of its own and others' programs and services. One of the main marketing strategies is the production of a Community Guide. It is produced twice a year (spring/ summer and fall/ winter) and distributed to all Hamilton households. Reader feedback obtained through a recent survey by staff indicated a high satisfaction rate, and many of the 500 respondents commented that they keep their Guide as a reference. The public survey undertaken by the consultants indicated that 45% of respondents obtain information on leisure services through the Guide.

Among the strengths of the Community Guide is its completeness/accuracy of information about City programs, (in particular aquatics, which comprises half of the text) and the fact that information is easy to find. The Guide's key weakness, in the consultants view, is that its primary focus is City programs and facilities, and lacks programs and services offered by community partners. Because the Guide has been paid for by the City, it has been used primarily as vehicle for promoting City programs and facilities. One example of this would be details provided about summer camps offered by the City, whereas YMCA camps (attended by 7,000 children) are briefly described in a paid advertisement. Within Culture, the City's museums are described in detail, while arts programs offered by groups such as the Dundas Theatre are much less prominent.

The Community Guide is an important foundation in the City's efforts to inform residents about leisure opportunities. Some enhancements should be considered in the future, such as district level publications, or individual facility brochures containing specific details. Increased use of the City website can be expected in the future. All communication efforts should display and promote the City's web address in an effort to direct residents there.

It is clear from the feedback from user group interviews and questionnaires, and from public meetings, that an improved communication and marketing strategy is needed.

4.4.2 Partnerships

Many of the leisure services provided by community partners are governed by an agreement with the City. Across the six former municipalities, there are hundreds of agreements covering a range of services. Some relate to parks or buildings and stipulate the partner's responsibility for development or operation of the facility. Other agreements deal with programs or services, including special events (e.g. Winona Peach Festival).

Many of these partnership agreements are formal, and stipulate the roles of both the City and the partner. In cases where City property is involved, there is typically a form of indirect public subsidy (City provides maintenance, repairs or operating costs). In other cases, a direct grant is provided by the City as part of the agreement (e.g. Kiwanis Boys and Girls Club).

A number of agreements are informal and have evolved over time. This is often the case with partnerships that existed in Glanbrook, Dundas and Ancaster.

In some cases, like Dofasco's Sherman Centre, no agreement exists at all, yet this facility is a good example of one with a good working relationship with the City.

4.4.3 Policy Initiatives

A number of policies have been recommended by the City for development. Staff have prioritized them, identified related policies or impacts, as well as the proposed lead role and timing for each.

- Affiliation
- Allocation (space and time bookings for ice and sports fields)
- Barrier Free Guidelines (review)
- Breastfeeding (within community centres and pools)
- Child Abuse

- Community Development (community group involvement, support, joint venture)
- Community Consultation (minimum standards for input on minor/ major projects and initiatives)
- Community Playground Program Review
- Culture:
  - Collections Management, Donations, Exhibition, Film, Interpretation, Research, Training, Volunteers, Conservation, Museums Digitalization
- Fee Waiver (specific to facility rentals)
- Government grant acquisitions (when/ what qualifies)
- Ground use for Battlefield House
- Hamilton Trails master plan and consolidation
- Healthy Adults/ Seniors Development (quality of life, service delivery)
- Healthy Child Development (quality of life, service delivery)
- Healthy Youth Development (quality of life, service delivery)
- Holiday Closures (which to close and when, to balance service levels and costs of operating)
- Leisure Services Volunteer (recruitment to recognition)
- Municipal Collections Management (gifts received, plaques, etc.)
- Parkland Dedication/ Cash in Lieu (by-law and policy review)
- Participant Attire (topless issue, carrying of religious daggers/ knives)
- Policy for the Arts
- Art in Public Places
- Reciprocal Use (school boards)
- Recreation Services to Persons with a Disability (including special and summer programs)
- Refund (programs, weddings, facility bookings, Special Events)
- Smoking (within immediate proximity to recreation centre entrances)
- Subsidization (related to core areas and to what extent)
- User Fees (including park usage)

Existing Culture and Recreation policies that have been approved by City Council since amalgamation include:

- Special Events Planning (application process, insurance, team members, general event guidelines)
- Zero Tolerance Policy
- Use of City Hall Space
- CARE (Culture and Recreation)
- Request for donations
- Inclement Weather
- User Fees 2002
- Municipal Alcohol Policy

A number of new procedures have been identified for development (i.e. no policy required).

- Cash handling (record keeping, post dated/ NSF cheques, credit vouchers)
- Emergency Call-Out/ Response
- Emergency Plan (for individual facilities, not pandemic)
- Facility Maintenance (who to contact in event of equipment failure)
- Holiday Closures
- Lost & Found Articles (handling, return and/ or disposal. Items of Value)
- Participant Occurrence (theft and vandalism handling and reporting)
- Pool Height Requirements (standardization for all pools)
- Registration
- Rental Contracts (insurance requirements, consistent contracts)

Finally, there are a number Human Resources policies and procedures that are new and recommended for development:

- P/T and Summer Staff Wage Equity
- Dress Code (what can be worn/ what is provided by the Division)
- Staff Training (what is mandatory outside of that specific position)
- Performance Evaluations (current form not applicable to summer staff)
- Staffing Changes (announcements/ appointments)
- Staff Development (conference and training session attendance)

4.4.4 Financing Leisure Services

User fees, estimated at over $10 million, play an integral role in the Culture and Recreation Division's net operating budget. The inability to include Council approved program fees in the 2001 Community Guide resulted in a significant reduction in program registrations and corresponding revenues. In December of 2001, City Council approved the following recommendations regarding 2002 Culture and Recreation User Fees:

- That the Guiding Principles for establishing rates and fees for the City's culture and recreation services be maintained as the basis for developing fees for the 2002 program year;
- That admission fees to Museums be maintained at 2001 rates;
- That instructional and/ or specialty programs for children, youth and adults continue to be offered on a cost recovery basis, exclusive of extenuating demographic considerations and/ or market conditions;
- That the rate for general day camp programs be instituted at $90 per week, while specialty day camp programs be offered on a cost recovery basis as per the above recommendation c);
- That the city-wide Participation pass be used in conjunction with general admission fees for recreational swimming and open gyms exclusively;
- That the purchase of a Participation Pass (membership card) no longer be a prerequisite to register for swimming lessons and/ or general interest programs;
- That fees for swimming lessons be established at the 2001 target rates;

- That staff continue to meet with area Senior Clubs to explore both Club Membership and Universal Membership opportunities;
- That arena rental rates for the 2002 fall playing season be established pursuant to Council's User Fees and Ice Allocation Sub-Committee recommendations (Note: now complete);
- That playfield rental rates for the 2002 spring playing season be established pursuant to Council's Soccer Sub-Committee recommendations;
- That staff meet with major ball diamond users in the near future to develop a harmonized pricing schedule in preparation for the spring 2002 playing season.

The City of Hamilton has retained the services of Johnston Smith International to conduct a Review of Grants. Theyreview deals with both the process and criteria for awarding grants to arts, sports, special events and social service organizations in the community. The City makes grants of approximately $3.5 million per year and would like to both streamline the process and make the process under which decisions are made more understandable, equitable and transparent.

The year-end actual revenues and expenditures for 2001 and the proposals for 2002 (**which have not been approved at the time of writing**) for parks, recreation and cultural services have been synthesized into ***Figure Nineteen***. The objective of the chart is to isolate the amount of local tax support going into specific service areas since amalgamation. Unfortunately, because of the manner in which the budgets are assembled, it is impossible to track details on how much specific categories of facilities cost. For example, because many pools, community centres and arenas are intermingled, it is not possible to isolate the total cost of each facility to determine what their specific recovery rate. That may be possible in the future as the accounting systems are refined over time.

As ***Figure Nineteen*** shows, in 2001, City taxpayers subsidize the operation of all forms of public parks, culture and recreation service by a total of about $36.5 million (proposed $32 million for 2002). This represents a net public investment in operating these services of about $75 per capita in 2001 and about $65 proposed per capita in 2002. The 2002 proposed budget represents a very significant reduction in the overall investment in leisure services.

Figure Nineteen also provides some capital spending information for 2001. While there was a great deal of capital spending in 2001, it was primarily funded through borrowing, through existing reserves and through Development Charges. That meant that very little of the total was funded by taxpayers in 2001. However, local taxpayers still had to pay the interest and a portion of the principal on previous debt for parks, culture and recreation projects. Therefore, the total operating and capital funding for all parks, culture and recreation services totaled $43,178,620 in 2001, or about $88.11 per capita.

Figure Nineteen
Summary of Municipal Spending on Parks, Culture and Recreation

Type of Service	**2001 Actual**	***2002 PROPOSED***
Administration and Planning		
Operating Cost	4,022,575	4,068,220
Operating Revenue	153,228	189,150
Net	3,869,347	3,879,070
Swimming Pools-Stand alone		
Operating Cost	2,093,905	2,067,450
Operating Revenue	1,002,126	1,201,880
Net	1,091,779	865,570
Community Centres with pools		
Operating Cost	7,721,091	7,562,810
Operating Revenue	1,737,651	2,110,440
Net	5,983,440	5,452,370
Community Centres-Stand alone		
Operating Cost	652,382	627,260
Operating Revenue	212,095	269,970
Net	440,287	357,290
Community Centres with Arenas		
Operating Cost	2,182,677	1,985,750
Operating Revenue	1,316,541	1,376,330
Net	866,136	609,420
Arenas with outdoor pools		
Operating Cost	1,330,937	1,130,300
Operating Revenue	532,050	552,350
Net	798,887	577,950
Arenas-Stand alone		
Operating Cost	5,026,869	4,696,770
Operating Revenue	2,624,982	2,913,510
Net	2,401,887	1,783,260
Seniors Centres		
Operating Cost	754,859	563,560
Operating Revenue	142,656	154,090
Net	612,203	409,470
Parks		
Operating Cost	12,899,160	13,601,460
Operating Revenue	238,446	408,290
Net	12,660,714	13,193,170
Special Events		
Operating Cost	441,783	742,520
Operating Revenue	318,352	612,930
Net	123,431	129,590
Museums & Heritage Sites		
Operating Cost	3,710,407	3,638,200
Operating Revenue	1,620,502	1,676,440
Net	2,089,905	1,961,760
Miscellaneous		
Operating Cost	252,219	232,920
Operating Revenue	13,773	92,950
Net	238,446	139,970
Grants/ Subsidies		
Operating Cost	2,280,782	1,804,634
Net	2,280,782	1,804,634
Golf, Ivor Wynne, Ski Hill		
Operating Cost	3,864,514	3,181,070
Operating Revenue	2,641,614	2,675,000
Net	1,222,900	506,070
Youth and Seasonal		
Operating Cost	1,421,006	1,454,080
Operating Revenue	405,553	718,450
Net	1,015,453	735,630
Design & Construction		
Operating Cost	1,212,654	1,202,090
Operating Revenue	358,217	1,050,000
Net	854,437	152,090
Total Net Operating Support	**36,550,034**	**32,020,674**
Current Capital	295,000	1,000,000
Debt Service Charges	6,333,586	5,609,836
Total Capital Support	**6,628,586**	**6,609,836**
Total Capital and Operating Budget	**43,178,620**	**38,630,510**

5. Setting the Direction

5.1 Decision-Making Framework

On November 28, 2001 members of Council and Senior Staff attended a workshop facilitated by the consultants. The group reviewed the planning process and fine-tuned some basic direction setting statements. They agreed to the following elements of a decision-making framework, which will guide leisure services in Hamilton in the Plan and for the foreseeable future. The elements were seen to be consistent with the City's corporate plans being developed in a parallel process. Those elements include an underlying rationale or Mission Statement, for Parks Culture and Recreation services, two Goals and twenty-three Service Objectives.

5.1.1 Foundation Statement

All our decisions about leisure services are anchored in the following underlying premise.

The City will use public leisure services as a vehicle in achieving worthwhile goals and objectives where such achievement clearly results in benefit to all citizens.

5.1.2 Goals

The following two goals add direction to and are consistent with the mission statement above.

To use leisure services to foster a sense of community identity, spirit, pride and culture. Recreation and cultural initiatives in The City of Hamilton can be used as a vehicle to connect local citizens more positively to their City and enhance their sense of comfort with it. Where such initiatives require City support, it will be considered in terms of the amount of public good created in relation to the cost to the taxpayers. The success of such initiatives will clearly benefit all citizens.

To use leisure services to foster growth of individuals to become the best that they can be. Cultural and recreation initiatives in Hamilton can and do help individuals to grow physically, emotionally, morally and creatively and help them to be as good as they can be. Where City support is needed to ensure such success, it will be considered within the cost/benefit framework referred to above. Healthier, more responsible citizens will clearly benefit the entire community.

5.1.3 Objectives

The following twenty-three service objectives are consistent with the two goals described above. (They may be considered as specific public leisure service categories for achieving the goals.) All City parks, cultural and recreational initiatives directed toward achieving the two goals could be categorized under one or more of these twenty-three objectives. There are both direct and indirect benefits. They contribute to the public good, economically, environmentally, personally and socially.

Sense of Community

1. To Encourage Special Events and Celebrations
Special events (e.g. carnivals, fairs, and the likes) can be contributed to a feeling of community identity and spirit. Therefore, the municipality should be involved in supporting special events to the extent necessary to ensure promotion of this objective.

2. To Support Local Groups
Local clubs, groups and agencies are and will be organizing and sponsoring leisure opportunities. The "people doing things for themselves" aspect of such groups is socially worthwhile and desirable. The City should support such groups in their efforts. Support may occur in a number of ways, including subsidized access to facilities, provision of public land, assistance in problem solving or help with promotion.

3. To Facilitate Spectator Exposure To Sporting Events
Community identity, spirit and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity and pride. Because of this, opportunities should be provided for spectator experiences at athletic events. The City may have a role to play in ensuring such opportunities exist.

4. To Facilitate Spectator Exposure To and Appreciation of the Arts
Artistic endeavors (both performing and visual) represent one of the most significant aspects of developing a culture in any community. Through exposure to the arts, local residents should develop a better understanding and appreciation of the cultural aspects of a community.

5. To Facilitate Opportunities for Social Functions
Because social functions are a valuable vehicle to use in developing community cohesion and identity, the City should strive to ensure that such opportunities exist.

6. To Protect and Enhance the Natural Environment
The protection of natural aesthetic features, vistas and natural phenomenon and the provision of public access to such features will contribute to a greater understanding of and pride in the community and, therefore, contribute to an enhanced sense of community.

7. To Protect and Celebrate Our Heritage Resources
The protection and celebration of the community's human history will connect current and future citizens more closely with the community.

8. To Beautify the Community
The extent to which a community is seen by its residents as being visually pleasing is directly related to the potential for creating community identity, spirit and culture. Therefore, to make a community more beautiful is a worthwhile social objective worthy of City support if necessary.

9. To Support Family Oriented Leisure Opportunities

The family unit is an integral building block of community growth. Opportunities should be provided for families to pursue leisure as a family unit.

10. To Integrate Generations and Sub Groups Within Our Community

Community growth can be fostered through increased contact between people of varying age groups within the community. The more contact and interchange between seniors and younger adults and children, the greater the potential for community growth. Therefore, in the provision of leisure services, attempts should be made to provide such contact and interchange between seniors and younger residents with a view toward transmitting cultural heritage across the generations.

Community growth can further be fostered through an integrative mixing of various ethnic groups so that each better understands and appreciates the difference and strengths of the other. Multicultural recreation and cultural services can be used as a vehicle in making the community more cohesive.

Community growth can also be fostered by integrating various groups of people with special needs into mainstream programming. Whether individuals have physical, emotional or mental special needs, recreation can be used as a leveling and integrative force.

11. Economic Benefit Through Tourism

Tourists drawn to Hamilton for parks, culture or recreation activities leave behind money that stimulates the economy, which in turn benefits all residents.

Individual Growth

12. To Foster and Promote Fitness and Overall Well Being

Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. The fitness level of every resident of the community should be increased at least to a pre-determined minimum level with opportunities available for progress beyond this point.

13. To Foster and Promote Pre-School Leisure Opportunities

An opportunity should exist for every pre-school aged child to participate with other children in a variety of leisure experiences, in order to:

- Expose the child to social settings
- Foster gross motor development
- Provide a generally happy and satisfying atmosphere where growth can occur
- Teach basic safety skills and attitudes
- Celebrate their natural creative tendencies

14. To Foster and Promote Basic Leisure Skill Development in Leisure Pursuits for School Aged Children

A wide variety of leisure pursuits in such areas as sport, performing arts, visual arts, outdoor nature oriented skills, and hobbies, should be identified, and basic skill level instruction in each should be provided for school aged children in order to:

- Provide exposure to skills which may form the basis for enjoying lifetime leisure activities
- Contribute to gross motor and fine motor physical development
- Provide social settings in which social, moral and emotional growth can be fostered
- Provide the basis for leisure education (i.e. the teachings of the benefits of and wise use of leisure time).

Other agencies (e.g. the school system) may provide skill instruction in some areas, with the City filling the gaps.

15. To Foster and Promote Advanced Leisure Skill Development in Leisure Pursuits for School Aged Children

Opportunities should be provided for those children who wish to further develop their interest and skills in a wide variety of leisure pursuits beyond the basic level.

16. To Foster and Promote Social and Leadership Opportunities for Teens

The maturing from youth to adult which occurs during teenage years is often a critical time in the life of an individual. It is also a time that individual difficulties may result in severe social problems. Hence, opportunities should be provided for teens to:

- Learn about themselves and how they will react to various social settings and pressures
- Develop positive social/emotional/moral skills, principles and convictions
- Develop positive leisure lifestyle patterns that will remain with them through adulthood.

17. To Foster and Promote Basic Leisure Skills in Leisure Pursuits for Adults

Opportunities should be provided in a wide range of leisure endeavors and hobbies for adults who wish to be exposed to such endeavors and learn some basic skills in each.

18. To Foster and Promote Advanced Leisure Skills in Leisure Pursuits for Adults

Opportunities should be provided for those adults who wish to further develop their interests or abilities in a wide variety of leisure pursuits.

19. To Foster and Promote Leisure Opportunities for Seniors

Opportunities should be provided for senior citizens to participate in the leisure activities of their choice in order to:

- Maintain overall fitness levels
- Maintain social contacts and continue to be involved in social environments
- Provide a continuing sense of worth and meaning of life through continuing personal growth

20. To Interpret the Environment

Opportunities should be provided for every local resident to learn about, understand, relate to and experience all aspects of his/her natural environment.

21. To Create Opportunities for Reflection and Escape from Daily Pressures

Often growth can occur through escape, reflection, contact with nature and relaxation in a serene natural environment. Because of this, opportunities should be provided for residents to experience nature.

22. To Educate Individuals About the Wise Use of Leisure Time

All residents should be generally educated as to the best use of leisure time and the benefits (e.g. growth and fulfillment) that accrue as a result.

23. Communication System

All residents should be made aware of the availability and access to leisure opportunities in their community. Improved communication with user groups and community service providers will enhance opportunities for individuals to participate and benefit from the services offered by those groups.

In order to achieve the above, the City will provide leadership and coordination where necessary. It may also provide services directly where no other agency is able or willing to provide the service and the need is great. The City will also monitor the infrastructure necessary for success in achieving the above objectives. For example, an effective communication system is necessary so that all citizens are aware of the leisure opportunities that are available in Hamilton and how to access to them. Therefore, the City might provide leadership and coordination in creating such a system.

Recommendation #1

The City should adopt the Mission statement, two goals and twenty-three service objectives as a basis for all its decisions about providing public parks, culture and recreation services in the City of Hamilton.

This mission, goals and service objectives are consistent with and support the City's overall direction, as embodied in its VISION 2020 report.

5.1.4 The City's Mandate

The previous three sections justify public sector involvement in the delivery of parks, culture and recreation services on the basis of contributing to the greater good of the entire community. It should be noted, however, that often many of the service objectives can and will be achieved without intervention or involvement by the City. If a leisure service is provided without public subsidy (i.e. the subscribers to the service pay the entire cost of the service, or if another agency subsidizes it) and is provided in such a way that there is still significant benefit to the community as a whole, then the City's objectives have been achieved without the need for a city tax subsidy.

In implementing this approach to parks, culture and recreation services, a proactive approach to leisure service delivery is assumed.

The City of Hamilton should:

1. Operate within the philosophical foundation for the delivery of publicly sponsored parks, culture and recreation services which is embodied in the Mission statement above and consistent with its VISION 2020 direction.
2. Set the two goals and twenty-three service objectives, which give meaning to and are consistent with the Mission and are outlined in the sections entitled, Goals and Objectives.
3. Generally, accept responsibility for achieving the goals and objectives in the most cost-effective manner possible and within the bounds of limited available public resources allocated annually for this purpose.
4. Monitor the provision of all leisure services and activities available to area residents and determine which of the twenty-three objectives are being appropriately met without the City's involvement or intervention.
5. Where goals/objectives are not being met by other providers of services in the area, work with and support other agencies and community groups where appropriate to ensure services are provided in a manner which will best meet the above-noted goals and objectives.
6. Where certain services cannot or will not be operated by any other providers or service in a manner which will meet the goals and objectives, even with public support as above, then consider sponsoring services directly.
7. Be concerned at all times with obtaining the greatest amount of benefit (achieve the most objectives to the greatest possible extent) for the least possible net costs to the taxpayer, and constantly engage in such cost/benefit analysis.

Recommendation #2

The City should adapt the seven-step Mandate as further clarification of its jurisdiction in and approach to the delivery of parks, cultural and recreational services.

5.2 Setting Priorities

Although this document is meant to provide long-term direction within which to provide public leisure services, each year it will be important to adjust and fine-tune priorities and services. The following steps suggest how this short term planning should occur. The evaluation should be integrated into the City's Business Planning process.

5.2.1 Evaluate Services (against the 23 Service Objectives)

The City should first inventory each of the services it now provides (e.g. neighbourhood parks, theatres, grants to groups, indoor swimming pools, and the like), and catalogue them under the objectives each is responsible for achieving. ***Figure Twenty*** provides a basis for that assessment.

Before budget preparation each year, staff would use a chart such as that illustrated to document the extent to which each of its services actually contributes to the objectives. Instead of simply putting an "x" in the box to indicate whether or not a service meets an objective, a three point weighting scale could be used to show whether the service contributes in a "modest", "moderate" or "major" way. Completion of this chart will show where the City's resources are currently being allocated.

One point is particularly worthy of note. A service that contributes to only one objective is not automatically less important or effective than a service that contributes to many objectives. Consideration must also be given to the cost of the service, how many other services are directed at the same objective, the priority of the objective, and the extent to which the service meets the objective. If, for example, a play school program was considered a very high priority, the fact that this service met only one objective would not make it less important than other high cost services which contributed marginally to many objectives, most of which have low priority. Obviously, any service that does not contribute to the objectives, nor supports other city activities that do, would be a candidate for termination.

Finally, there must be a "fit" with the current Corporate Strategic Objectives.

Figure Twenty
Department Activity/Service Objective Matrix

Goals/Service Objectives	**Service Units**		
Sense of Community			
1. Special Events and celebrations			
2. Support of Local Groups			
3. Exposure to Sporting Events			
4. Exposure to and Appreciation of the Arts			
5. Social Functions			
6. Protect and Enhance the Natural Environment			
7. Protect and Celebrate Heritage Resources			
8. Beautify the Community			
9. Family Oriented Leisure Services			
10. Integrate Generations and Sub-Groups			
11. Economic Benefit Through Tourism			
Better Individuals			
12. Fitness and Overall Well Being			
13. Pre-School Leisure Opportunities			
14. Basic Skill Development for School Aged Children			
15. Advanced Skill Development for School Aged Children			
16. Social Opportunities for Teens			
17. Basic Skill Development for Adults			
18. Advanced Skill Development for Adults			
19. Opportunities for Seniors			
20. Interpret the Environment			
21. Reflection Escape			
22. Leisure Education			
23. Communication System			

Key: How The City Contributes to Service Objectives

5 – in a major way
3 – in a moderate way
1- in a modest way
0 – not at all

The consultants have provided an initial subjective assessment of the degree to which each of the twenty-three service objectives is being met in Hamilton. The fact that not much is being done to achieve a specific objective is not important in itself. It depends on whether that objective is deemed by the City to be in need of more effort and resources. Perhaps not much is being done because the objective is a very low priority or because other service providers in the City are achieving the objective on the City's behalf. That is determined in the next step. The evaluation is based on comments received from stakeholders, staff, Council members and community opinion leaders. They also reflect the consultant's knowledge of the sector and master plans developed in many other Canadian cities.

Each Service Objective is rated on a scale of 1 to 5. A rating of 5 suggests that more than sufficient services are in place to achieve that objective. A rating of 4 indicates sufficient services are in place. A 3 implies more could be done to meet the objective. A rating of 2 suggests very little is being done, and a rating of 1 indicates the consultant was not able to identify any services committed to achieving that objective.

1. To encourage Special Events and Celebrations

Hamilton has many well-established annual special events, typically organized by volunteers and service organizations. From larger events like the Winona Peach Festival to neighbourhood-based activities like the pancake breakfasts, these events typically rely on City support and resources to succeed. Historically, this support has included grants, in-kind support (site logistics) and promotion of the event by the City. Although generally seen to be adequate, the City's support of special events has not been harmonized (or rationalized) as compared to the practices of the 6 former municipalities. A more systematic approach is needed by the City in recognizing the efforts of the volunteers involved, and better coordination is warranted to ensure minimal conflicts in the scheduling of these events. **Rating: 4**

2. Support to Local Groups

A large portion of the parks, culture and recreation opportunities available to residents of New Hamilton are organized by local groups. Theatre Aquarius, the Stoney Creek Girls Hockey Association, the Community Activities Program (CAP) and Bocce clubs are examples of the hundreds of local groups providing services. It is reasonable to assume that these groups will provide the same level of service in the future, with significant potential for increasing their involvement. At present the City actively supports local sports organizations but provides relatively less support for local arts groups. Appropriate City support will be a determinant of success, including the provision of direct grants or subsidies, assistance with the recruitment and training of volunteers, promotion of local group activities and facilitating the involvement of volunteers in developing City policies. The Volunteer Coordinator position in Culture and Recreation is a good start but falls short of what is needed to provide the level of support necessary to realize the potential of these groups. **Rating: 3**

3. To Facilitate Spectator Exposure to Sporting Events
Hamilton is an established hub for spectator sporting events, ranging from the popular Tiger Cats and Bulldogs to hosting such events as the Canadian Women's University Basketball Finals and World Cycling Championships. The existing infrastructure is generally adequate, although a new mid-size track and field facility with stadium seating for 6,000-7,000 spectators (as proposed by McMaster University) is needed. **Rating: 4**

4. To Facilitate Spectator Exposure to and Appreciation of the Arts
Major venues, including Hamilton Place for performing arts and the AGH for visual arts, provide Hamiltonians with access to high caliber, professional productions and shows. These venues primarily showcase national and international artists but Hamilton's four professional performing arts organizations represent a significant local presence. City support for these professional venues and organizations is reasonably good. There is a deficiency of mid-sized performing space and smaller art galleries, both of which would increase the exposure of residents to local professional and amateur artists. The City's Public Art Program, which creates permanent installations of artwork, is an important commitment to enhancing residents' awareness and appreciation of local arts. **Rating: 4**

5. To Facilitate Opportunities for Social Functions
The City permits use of community centres for social functions that include service clubs and private family functions. Although this is one means of supporting such events, there is no clear policy statement clarifying priority of use for the community centres. The result is an uncertainty about the relative importance of scheduling a wedding reception versus regularly scheduled programs or more public types of social functions. Staff is seeking direction in terms of these sometimes conflicting uses. Clarity one way or the other would help in this case. **Rating: 3**

6. To Protect and Enhance the Natural Environment
Few municipalities can boast of having both an attractive waterfront and a designated United Nations World Biosphere Reserve, as is the Niagara Escarpment. The City of Hamilton is positioning itself as a leader in environmental stewardship by developing municipal policies and practices that go beyond legislated responsibilities. The Hamilton Conservation Authority plays an important role in stewardship of part of the City's environmentally significant lands. The Niagara Escarpment Commission is another significant service provider locally. Public access to trails and nature interpretation areas is good, but more connections between pathway systems are needed. Expanded linkages will provide a backbone structure promoting increased public awareness, usage and support for the expansive natural resources within Hamilton. The urban forest is extensive. The proposed new Giant's Rib Discovery Centre will strengthen the City's commitment to the protection of natural areas. **Rating: 4**

7. To Protect and Celebrate Our Heritage Resources

Few of Canada's large municipalities can match Hamilton's commitment to heritage; the 7 municipally operated museums represent assets of not only local but also national significance. Although there are some issues with below capacity usage, marketing and the ongoing restoration/maintenance efforts, these heritage properties are most impressive. With the integration of Fieldcote and Battlefield Park museums (resulting from amalgamation) comes the challenge of retaining the support of local volunteers at the same time as some standardization is needed. The relationship between the City and community volunteers such as members of Historical Societies and 'Friends of the Museum' groups should be more clearly defined. **Rating: 5**

8. To Beautify the Community

Beautification of Hamilton is important in helping the City balance its image as an urban community based on heavy industry. The redevelopment of the City's core area remains a particular challenge, although improvements have been made that include (the very popular, new) Bayfront Park and improved streetscapes such as Hess and Charles. The annual Christmas lighting and heritage decorations at Dundurn Castle are a noteworthy example, as well as the seasonal decorations throughout the core areas and Gore Park. The City's Public Art Program also contributes to Hamilton's beautification. In the suburbs, there are well-designated public areas that make a positive visual impression for both residents and visitors, and foster a sense of community. The City of Hamilton also invests significant resources in planting floral displays on traffic islands, which generates much civic pride and positive support from citizens. Though staff dedicates much attention to beautification of the community, there is concern that resource cutbacks have resulted in lower levels of maintenance of City assets than is desirable. Gage and Sam Lawrence Parks are examples of assets which have declined to the point where extensive and costly redevelopment is now warranted. **Rating: 3**

9. To Support Family Oriented Leisure Opportunities

Most of the opportunities that exist for families involve community events which use parks and access to public swim/skate programs. The City has not been proactive in promoting family use of these or other services. Development of better facilities for families and operation of them to maximize family use has received less priority than it should. **Rating: 2**

10. To Integrate Generations and Sub Groups Within Our Community

Many of the recreation facilities in Hamilton are single purpose, such as seniors' centres and swimming pools, which tend to separate the generations rather than integrate them. Larger facilities like the Ancaster Rotary Centre and Flamborough YMCA are better suited to use by all generations and sub groups in the community at one time by providing a variety of services. Very few social or public health services are provided at recreation facilities at present. In cases such as Riverdale, where a broader range of services is available, more sub groups in the population participate. Many programs are available to residents with special needs, with The Equestrian Association for the Disabled (therapeutic riding) being an example of one providing opportunities for family involvement. **Rating: 2**

11. Economic Benefit Through Tourism

Much of today's limited tourism in Hamilton revolves around major sporting events and, to a certain extent, performances hosted by HECFI, at Hamilton Place and Copps Coliseum. The City's seven local museums draw relatively small numbers and most of these are local residents. The City's substantial green spaces and natural features that include the Bruce Trail and 26 waterfalls have not been positioned as the significant tourist draw they could be. **Rating: 1**

12. To Foster and Promote Fitness and Overall Well Being

There is a reasonable supply of privately operated fitness centres in Hamilton and few public operated centres, meaning they are more accessible to residents with discretionary income. The City does provide an abundance of trails used for such activities as jogging and cycling. Swimming pools offer lane swimming and aqua-fitness courses. **Rating: 3**

13. To Foster and Promote Pre-School Leisure Opportunities

A variety of passive opportunities exist for pre-schoolers, such as the use of play equipment in parks, play groups and public swimming at indoor and outdoor pools. Some instructional programs are also available, including swim lessons and learn to skate programs offered by sports clubs. **Rating: 2**

14. To Foster and Promote Basic Skill Development in Leisure Pursuits for School Aged Children

The Hamilton Public School Board Chair has recommended that the City of Hamilton develop its own Civic Children's Strategy. The Canadian Centre for the Study of Children at Risk is implementing an annual report card on Hamilton's children. When considered alongside such initiatives as the recently established Hamilton Community Foundation fund offering recreation opportunities for children at risk, it is clear this segment of the population is of particular interest. While there is an abundance of traditional sporting activities for school aged children – offered by the City directly or via community partners – more emphasis is needed on skill development for children who face barriers. Programs like that offered by the Hamilton Basketball Association, which caters to children and youth in the core area and emphasizes equal playing time for participants, is a good example of a non-traditional approach inclusive of all children. More is available for sports than for informal recreation and arts activities. A more proactive approach by the City in collaboration with strategic partners mentioned above is needed. **Rating: 3**

15. To Foster and Promote Advanced Skill Development in Leisure Pursuits for School Aged Children

As with the previous service objective, a large variety of sport groups in Hamilton offer advanced skill development for the participants in their competitive programs. Several of these groups have informal mechanisms for low-income children and some, like girls hockey, are effective at encouraging more girls to participate. A more systematic approach is needed, requiring that the City be strategic in its allocation of grants, facility subsidies and in general ensuring that adequate opportunities are there for all children. **Rating: 3**

16. To Foster and Promote Social and Leadership Opportunities for Teens
In general the youth drop-in centres are operated by non-municipal authorities, including some church groups and social service agencies. The City has a staff position designated for youth services that also has area recreation responsibilities, making it difficult to dedicate sufficient attention to this segment of the population. The community has the capacity to do more, as is the case with the Ancaster youth program, but improved coordination and a greater emphasis on leadership development by the City would be required. **Rating: 3**

17. To Foster and Promote Basic Leisure Skills in Leisure Pursuits for Adults
Limited opportunities are available for adult skill development. Examples of City programs include aqua-fitness and some visual arts programs. Community groups provide skill development for adults with disabilities and a variety of sports. A cohesive City strategy addressing the training needs of volunteers would be beneficial. **Rating: 3**

18. To Foster and Promote Advanced Skills in Leisure Pursuits for Adults
The consultants were unable to find many services available to achieve this service objective. **Rating: 1**

19. To Foster and Promote Leisure Opportunities for Seniors
A wide variety of facilities and programs are available to senior adults living in Hamilton. Seniors centres are single focus facilities that over time will need to evolve towards multi-functional complexes. Some concern has been expressed about access to culture and recreation services for low-income seniors. **Rating: 5**

20. To Interpret the Environment
Although not generally provided by the City, residents have access to many environmental interpretation services. The Hamilton Conservation Authority is the predominant provider of this service, along with several nature related community groups. The City's Parks Division can play an important role providing interpretive services within City parks. **Rating: 4**

21. To Create Opportunities for Reflection and Escape from Daily Pressures
Many of the recreational trails provided by the City and other agencies are ideal for achieving this service objective. The courtyard at Whitehern is another example. Limited indoor public spaces exist where residents can lounge, although some of the newer recreation centres like the Flamborough YMCA and Ancaster Community Centre/Rotary Centre have made modest efforts to do this. Some of the major parks (e.g. Gage) also serve to achieve this objective. **Rating: 3**

22. To Educate Individuals About the Wise Use of Leisure Time.
The City of Hamilton has an important social marketing responsibility, demonstrating to residents the benefits of participating in parks, culture and recreation services. Some efforts have been made through the Community Guide and other program brochures to promote the benefits of City programs and services. A broader strategy that includes all service providers is warranted. All residents should be generally educated as to the best use of their leisure time and the benefits (e.g. growth and fulfillment) that accrue as a result. Anything the City can do to foster and promote this will assist in creating a sense of greater community connectedness and a richer parks/culture/recreation experience for residents. **Rating: 3**

23. To Develop a Communication System
A comprehensive communication/ information system should be established and maintained whereby all residents are made aware of the availability of and access to leisure opportunities in the community. The Community Guide partially meets this objective, but does not include all services and programs provided by the City and its partners.

Since amalgamation, most community partners have lost contact with their staff liaison and are unsure of how to get/provide information. More effort is needed to ensure that community partners are aware of City information and have access to appropriate City staff. This will have an added benefit of ensuring the City's information is correct. **Rating: 1**

In the consultants' opinion, 7 of the 23 objectives are sufficiently addressed that no further effort is required. Another 10 need some attention. In 6 cases very little is being done and much more needs to be done. This assessment is meant to focus efforts in the future. It suggests that effective efforts are already being applied in many areas and that relatively few critical areas need urgent attention. They include the Communications system, Support to Family groups, Integration of groups within the community, Economic Benefit through Tourism, Preschool opportunities, and advanced skills for adults.

5.2.2 Prioritize Service Objectives

The second step in the annual priority setting exercise would be to prioritize the objectives. This should be a City responsibility as part of the budget and the Business Plan process because it deals with overall City priorities. After reviewing the completed inventory chart outlined in ***Figure Sixteen***, the City may decide that a few of these objectives are not as well served as others. It may set the attainment of these objectives as higher priorities for the coming year. This, of course, would have an impact on budget considerations and may require that new resources be added to meet new objectives, or that resources be shifted from those objectives which are already being met.

In subsequent years, the City may decide that earlier defined priorities are now relatively well served in relation to other objectives and that new priorities have emerged. The October 2001 workshop was not able to test this prioritizing procedure, although consultations with other municipalities in the past have determined that it could work. ***Figure Twenty One*** represents a model that Council should use annually to help determine budget priorities.

Figure Twenty-One
Service Objectives Which Most Need to be Improved

Foster Sense Of Community	***Rank***	***Priority for Improvement***
Special Events and Celebrations		
Support of Local Groups		
Exposure to Sporting Events		
Exposure to and Appreciation of the Arts		
Social Functions		
Protect and Enhance the Natural Environment		
Protect and Celebrate Heritage Resources		
Beautify the Community		
Family Oriented Leisure Services		
Integrate Generations and Sub-Groups		
Economic Benefit Through Tourism		

Foster Growth Of The Individual	***Rank***	***Priority for Improvement***
Fitness and Overall Well Being		
Pre-School Leisure Opportunities		
Basic Skill Development for School Aged Children		
Advanced Skill Development for School Aged Children		
Social Opportunities for Teens		
Basic Skill Development for Adults		
Advanced Skill Development for Adults		
Opportunities for Seniors		
Interpret the Environment		
Reflection/Escape		
Leisure Education		
Communication System		

5.2.3 Addressing Higher Priority Objectives

The final step would be to render the City's activities more effective at meeting the twenty-three objectives. Council should determine the values based objectives. To do this, the City would review the inventory chart (***Figure Twenty***) from each of the two axes independently.

To start, the separate rows of the chart, each representing a service objective, should be analyzed with a view toward more effective strategies for achieving each objective.

For example, the City might brainstorm new ideas for achieving a specific objective. Then it might estimate costs and benefits of each item on the list, prioritize them and implement only those that are the most cost effective. At the end of the year an evaluation process would reveal that success or lack thereof in achieving a specific objective. The costs of the strategies could then be weighted against the benefits, and adjusted during the following year to delete those that are least effective. Where appropriate, new strategies could be implemented.

Recommendation #3

The City should adopt the above described three step benefits based approach for:

- ***annually evaluating and reporting in its investment in parks, culture and recreation services***
- ***setting priorities***
- ***strategizing on how to achieve its priorities in most cost effective way possible***

It would be necessary to analyze each of the existing services that are assigned columns on the chart. The City might, for example, "discover" through the inventory process that a particular program or service was involved in a major way in achieving two objectives, in a moderate way in achieving three others, and in a minor way in achieving two more. With some thought it would be possible to develop low or no cost strategies for:

- Moving some of the modest or moderate symbols up to the major category.
- Reducing costs of achieving the objectives.
- Achieving new objectives with the same program.

In the final step, all suggestions for developing or adjusting existing services would be developed into budget proposals showing their cost/benefit in terms of achieving objectives. The final budget review and approval process would also be based on this more structured cost/benefit approach.

5.3 A Planning Framework for Leisure Services

Each community is unique and, therefore, the parks, culture and recreation system in each community should be unique. There are no universally accepted planning standards and guidelines that will be acceptable to all communities. Instead, each community's public system must respond to the specific influences of population demographics, topography, climate, natural features, activity patterns and community priorities. The following set of planning guidelines and standards are recommended for The City of Hamilton to respond to all of the above factors.

5.3.1 Planning Hierarchy/Model

Parks, culture and recreation services are provided at various geographical and administrative levels to serve different needs of residents and visitors. Facilities such as the very specialized Gage Park or the Hamilton Art Gallery cannot be developed in every neighbourhood in the City. It is equally obvious that it would be wrong to centralize all neighbourhood parks or swimming pools in the City and expect everyone to drive to one site.

A review of demographic, geographic and administrative factors indicates that there are four levels of provision of parks, recreation or cultural services which are applicable in the City of Hamilton: city/regional, district, community and neighbourhood.

5.3.1.1 City/ Regional Level of Service

A City level of service caters to all residents. In many cases it is also so specialized that it draws and services visitors to the City. Therefore, City and Regional levels of service become one level. Such space is often special purpose or has unique features. These services require a very large market in which to operate viably.

City open spaces and facilities are usually larger in scope and size than District or Neighbourhood spaces.

Existing examples of such City/Regional level services include:

- Ivor Wynne Stadium
- Gage Park
- Hamilton Art Gallery
- Bayfront Park
- Copps Coliseum
- Mohawk Sports Park
- Bruce Trail
- Local museums
- Sackville Hill Seniors Centre

5.3.1.2 District Level of Service

Hamilton is of a size in which City level amenities, like athletic parks, cannot meet all residents' needs and yet remain centralized. District levels are the logical progression of development where, instead of continually increasing facilities and parkland requirements in one location, amenities are dispersed throughout the City, each primarily serving a portion of the City to be more closely linked with the residents it is meant to serve.

The District level is similar to but not the same as the City's existing three districts into which the Culture and Recreation Department organizes its services. The name District is chosen to avoid confusion with the Community Associations, which operate primarily at a lower level.

Districts are usually separated by a major highway or geographic features (such as the Escarpment) and have more than one secondary school within their boundaries. At this level it is appropriate to provide many types of organized recreational activities, particularly for minor sport play. A District could be a collection of 4-6 or more Communities. Population would probably range from 80-120,000. For purposes of discussion an optimum size for a District will be set at 100,000 residents.

At this time, the City of Hamilton is still using the secondary planning areas of the six former municipalities as its primary planning structure. The City will be developing a new planning structure at some point in the future. That structure and the one described herein will need to be reconciled.

Existing examples of such District level services in Hamilton include:

- Ancaster Community Centre
- Chedoke Twin Pad Arena
- Flamborough YMCA
- Dundas Little Theatre
- Bernie Arbour Stadium
- Ancaster Senior Achievement Centre
- Victoria Park

5.3.1.3 Community Level of Services

A community in Hamilton is an area of about 20,000 residents and would be organized roughly parallel to the catchment area of a high school. At present there are a few types of recreation services (e.g. community centres, arenas) and almost no types of public open space provided at this level. While this has been a level of provision in the past, the consultants will be recommending that the types of facilities provided at this level be repositioned to the District Level, so this level of provision will become less viable and less influencial in the future.

5.3.1.4 Neighbourhood Level of Service

Neighbourhoods are the lowest level at which parks, culture and recreation will be provided. At this level, very little will be provided in terms of indoor spaces, but a significant amount of public open space will be provided. Many of the six former municipalities considered neighbourhoods of 3,000-5,000 residents for planning local neighbborood services and this range will be used herein. Therefore, for purposes of this Plan, a neighbourhood would have the following characteristics:

- A population of 3,000 to 5000 residents
- Children attending the same elementary school.
- No geographical or man-made barriers to pedestrian access throughout the neighbourhood (e.g. main traffic arteries, rivers, etc.)

At the neighbourhood level, a significant amount of open space exists to serve local residents. Some facilities also exist, including elementary schools schools. However, the size of the neighbourhood market is not sufficient to viably provide major cultural and recreation facilities in each one.

Existing examples of such Neighbourhood level services in Hamilton include:

- Playgrounds
- Spray pads
- Bocce courts
- Fieldhouses
- Outdoor skating rinks

- Unlit sports fields
- Tennis courts
- Shade structures

Recommendation # 4

The City should adopt the four level service hierarchy (i.e. City, District, Community and Neighbourhood) as a basis for planning and delivering all it parks, culture and recreation services.

Recommendation # 5

The City should establish an interdepartmental committee to identify and rationalize District boundaries for services provided by the Community Services Department and usable by other City departments.

5.3.2 Modes of Use

There are essentially three modes of use for parks, culture and recreation, that are dealt with in this report. The first might be called **Public Use**. They are spaces or facilities that the general public uses extensively without having to belong to a specific group or club or having to qualify at any particular skill level. Usage is generally on a drop-in basis, although the facility in question may have specific hours of operation. Examples include art galleries, museums, swimming pools, walking/jogging trails, and multipurpose fieldhouses. Some uses are free (e.g. trails and parks), while some have user fees attached (e.g. public swimming or skating).

The second mode of use is referred to as **Group Rental**. These are spaces or facilities where use is typically regulated and scheduled with teams or organizations allotted specific hours of use. Examples include arena ice time, structured use of sports fields, or special events.

The third mode referred to is **Program Use**. This is where the general public registers to utilize the space or facility for a particular use. Programs generally run on a regular basis for a set amount of time. Examples of Program usage would be swimming lessons or an After Four program for children. Many are operated by the City but many are also provided by other non-profit organizations.

Recommendation # 6

The City should adopt the three modes of use (i.e. public use, program uses, group rental uses) as a basis for planning and delivering its parks, culture and recreation services.

6. Strategic Directions

The consultants are recommending 15 high level Strategic Directions for the advancement of public parks, culture and recreation services in Hamilton. Pursuing these Strategic Directions with determination and commitment represents the highest and best use of limited available public resources. If the City focuses on these high level initiatives, it will be much better positioned in ten years time to manage its resources and meet local needs.

The Strategic Directions (SDs) are not all mutually exclusive. There is some overlap between a few, and a small number which could conflict with each other. Where conflict could occur, the resolution lies in the priority order of the fifteen. Those with a higher priority have precedence over lower priority Directions. They are listed in priority order.

6.1 Rationalize Policies

The 6 former Municipalities each had separate policies governing the delivery of public parks, culture and recreation services, reflecting their varying approaches to service delivery. In the former city of Hamilton, parks and recreation facilities and programs were neighbourhood based while museums were managed centrally. Stoney Creek and Flamborough developed larger multi purpose municipal wide recreation facilities and worked with well-organized community partners. Glanbrook, Ancaster and Dundas provided fewer direct services but, through a variety of formal and informal arrangements, engaged community partners to operate facilities and offer programs – the Ancaster Seniors Achievement Centre being an example.

Rationalizing does not mean harmonizing. It may well be that, in some cases, parks, culture and recreation services in the New Hamilton can continue to be distinct from one part of the City to another. However, rationalizing does require that each of these disparate policies be examined to determine the extent to which they comply with the City's new Strategic Directions and their compatibility with new standards governing service delivery and volunteers (such as risk management, training and recognition). All of the existing policies have been captured in a central listing developed by city staff and several have already been reviewed. Recommendations for rationalizing some have been made. However, there is a long way to go. The completion of this task should be a high priority in order to respond to the many questions and concerns expressed by user groups and service providers. Without such rationalization, it will be almost impossible to proceed with a coherent, effective delivery system.

6.2 Reconcile the Approach to Financing Parks, Culture and Recreation Services

The operation of facilities, parks and programs is funded primarily through a combination of user fees and taxpayer support. In December 2001, City Council approved a graduated plan to harmonize user fees and rental charges for parks and recreation services that will reduce or eliminate the differences in fees and charges from the former municipalities. This was an important first step in responding to clearly expressed concerns of residents and user groups about inequities and a lack of clarity about pricing of services across the city. What remains to be done is an assessment of fees and charges and a refinement of a pricing strategy which provides a rational approach to fees and charges, accessibility by all citizens and a reasonable level of revenue from users. In general the strategy will result in more modest fees and/or higher levels of subsidy for services which are the most "public" in nature. That means those services which are most accessible to the general public and most result in public goods for all. To the extent that special interest groups benefit from public parks, culture and recreation services, the fees will be higher and/or the subsidy levels will be lower. Admission fees for the City's 7 museums should be reviewed as part of an integrated business and marketing plan. Of note, local groups frequently mentioned high rental fees for rehearsal and performance space at Hamilton Place as a barrier; City staff should initiate discussions between HECFI and performing arts groups to address this issue.

Strategies for financing capital projects also varied between the 6 former municipalities. These included different Development Charge (DC) standards for parks and buildings as well as distinct pay-as-you-go practices for non-growth reserve funds. City Council must determine at a corporate level the degree to which future residential and commercial growth will pay for all required new infrastructure. Current legislation sets the upper limit that developers will contribute to 90% of the cost of new parks, arenas, galleries and so on. The City's new DC By-law must establish the 'historical' standard of parks and facilities that presently exist to set the benchmark for future development. Once established, the proportion of the capital cost to maintain this standard to serve future citizens will be the focus of the new by-law. Whether or not this is one example where a common standard should exist across all parts of the City, the development of a new DC By-law will provide the blueprint for the size and component standards for future facilities and parks and the ability of the City to finance them. Its development is a priority.

6.3 Enhance Management Information Systems

There are some examples of good automated management information systems already in place. Breakthru parks inventory and Class registration/scheduling systems are such examples. However, the consultants believe that a more comprehensive measurement and reporting system is warranted. This would include the development of high-level performance measures for:

- each of the Service Objectives approved by City Council
- each of the Strategic Directions
- each of the recommendations that are under development

Benchmarks for all measures must be set as soon as possible. Then they must be tracked from that point forward. Examples include the ability to track the rising functionality of the existing infrastructure in relation to the development of new infrastructure (SD#11). Similarly, City staff should be able to determine the facility time allocated to public use versus facility rental use (SD#7). Another example would be the measurement of the extent to which citizens are aware of all leisure opportunities available to them and how to access those opportunities (SD#4). Performance measures should be developed by City staff to monitor and report meaningful outputs (units of measurement) as well as outcomes (qualitative measures). These performance measures should consider the existing indicators contained in VISION 2020, as well as the Quality of Life Indicators developed by the Federation of Canadian Municipalities.

6.4 Enhance Communications Capacity and Effectiveness

The Community Guide, produced twice a year, is an excellent source of information for Hamilton parks, culture and recreation services. Nonetheless, one of the common themes in feedback from user groups and service providers was their dissatisfaction with the City's communication efforts. An integrated communication strategy is needed that would consider the best means of conveying information to the general public as well as to special interest groups. The Community Guide primarily targets the general public, as does the City web site and individual program/facility brochures. A strategy targeting the general public would determine what information is suitable for City-wide dissemination (public trails or the CARE program) versus district or neighbourhood levels (detailed swim lesson schedules), and whether printed or electronic media are the most effective. A separate strategy should address the needs of service providers acting as partners to the City to ensure they remain informed about current City initiatives; at the moment many groups involved in the operation or maintenance of facilities are wondering how past arrangements will change.

User groups of parks, culture and recreation facilities should benefit from information updates and communication from/to City staff, including regular meetings. City staff should have the support and resources to provide information about any program or facility.

The consultants recommend that the first four Strategic Directions be given immediate attention. After these are underway the City will have the framework and tools to pursue the remaining Strategic Directions effectively.

6.5 Shift From Direct Delivery to a Community Development Approach.

To varying degrees each of the 6 former municipalities assisted volunteer groups to operate facilities or provide programs, frequently supporting those groups through grants, training or in-kind support. This community development model of service delivery (helping people to help themselves) is a common approach that could gradually decrease the City's future role as a direct service provider. It is also a model that facilitates linkages with other sectors such as social services and public health, given that many community groups work across these sectors. It should be noted that the community development approach is not necessarily less expensive than the direct service approach. The commitment of City resources shifts from program costs (staff, facility time, supplies, advertising) to supporting volunteers (staff liaison, training, liability insurance, recognition).

This Strategic Direction would see the City's primary responsibility become that of a broker, facilitator and partner, ensuring that all the community's needs are being addressed and only providing direct service where it is needed and no other option can be created. Such a shift would require that community groups have the capacity and willingness to take on more responsibility (typically, more affluent and suburban neighbourhoods have well-established volunteer capacity, while inner-City neighbourhoods face greater challenges). It would entail a re-allocation of City staff and resources to strengthen support to the voluntary sector. Two of the City's most strategic community organizations are Volunteer Hamilton and the Hamilton Community

Foundation. In their input to the study both encouraged the City to proceed more clearly down the road of "community development". None of the stakeholders that were consulted said they wanted to do less in the future, and many said they were prepared to do more in terms of partnering with the city.

This Strategic Direction would entail a significant commitment by the City for training both staff and volunteers. City staff in all culture and recreation facilities and program areas and in parks should receive basic training to be part of the Community Development team. Staff working directly with volunteer groups need specialized training. All staff should begin to view themselves as part of a broader team that provides service to the community, working alongside staff from across the corporate structure. The result would be more holistic and integrated approaches to such issues as youth at risk, families living in poverty and community building.

Training of volunteers would focus on all aspects of working with community groups, including new group development, conflict resolution, effective governance models and leadership development. Volunteers would also need support and training emphasizing public safety and occupational health and safety.

6.6 Increase Community Capacity Through Alternative Service Delivery

Many examples already exist in Hamilton whereby parks, culture and recreation services are delivered under some form of agreement between the City and another agency. There are three categories of partnerships; namely public/public, public/non-profit, and public/private partnerships. The majority of existing arrangements are public/non-profit partnerships between the City and the voluntary sector. Some are partnerships with organizations like the Boys and Girls Club, the Art Gallery of Hamilton or the YWCA, for the operation of large centres and programs. Others are with small groups, often less formalized, for such services as the operation of community halls, sports parks or managing the local archives. Existing public/public partners include HECFI and the Hamilton Conservation Authority. Public/private partnerships presently include fitness centres in City facilities. The majority of recreation building housekeeping services are contracted out to third parties.

All three types of partnerships could be expanded in the future where it can be demonstrated that services presently provided by the City can be reasonably and safely provided by others. The result would be savings or efficiencies achieved, or alternately, more effective service delivery at the same expense. The City's responsibility would be to oversee agreements, represent the public's interests and work with partners to enhance community benefits. The City would also ensure that partners are engaged in safe activities (e.g. maintenance or construction) and that public safety is a predominant consideration in service delivery.

Examples of progressive new partnerships would be the introduction of public health services in recreation centres and private restaurants or equipment rental centres in public parks.

6.7 Public Opportunities Take Precedence over Opportunities for Organized Groups.

As mentioned earlier, there are three modes of facility operation; namely:

- Public access (sometimes called drop-in) - where opportunities are provided and members of the public can self-select their participation by simply taking advantage of the opportunity and dropping in on a free or fee basis
- Program access – where an agency packages a number of sessions, typically with an instructor, and offers them to any member of the public who wishes to register and commit to a set number of uses or visits
- Space rental – where space is allocated to a group of users who structure the activity and operate it to serve their members.

In Hamilton, all three modes are provided and will continue to be provided. However, as shifts are made and resources are allocated in the provision of public spaces, if all other factors are equal, priority should be given to the first two modes of operation because they are inherently more "public" in nature, and therefore more worthy of public support while there is a potential for user groups to represent specific self interests over the public interest.

While space will continue to be offered to arts, sports and recreation groups to rent public spaces for their members' use;

- any barriers to participation as a group member will reduce the priority of that group,
- publicly used spaces (e.g. trails, museums and public swim/skate times) should receive a relatively higher priority for new space provision than group rental space (e.g. ice rental, pool rental and sports field uses) if all else is equal
- the more the group represents a narrow range of specific interests, as opposed to the broader public interest, the less the City will subsidize the use of the space.

Publicly funded facilities and programs are provided, as a first priority, to the general public. Given the financial constraints City Council is facing, municipal funding of parks, culture and recreation services should emphasize buildings, park amenities and programs that benefit the greatest number of residents and the broadest definition of pubic good.

6.8 Celebrate Our Natural and Historic Assets

From a parks, culture and recreation perspective, Hamilton has much to celebrate. Its green spaces include large mature urban parks, the waterfront, extensive trails, and thousands of hectares of conservation lands that include the Dundas Valley and Niagara Escarpment. Hamilton could be referred to as the "City of Waterfalls", reflecting its 31 waterfalls and overall natural beauty. Hamilton has an impressive heritage that is captured in the seven City operated museums and dozens of historic buildings and sites. Many of the stakeholders consulted for this study believe strongly that the City should promote this good news story and lead the celebrations! This applies to visitors and local residents alike. Parks, culture and recreation services and sites represent an ideal vehicle for use in fostering a sense of City identity, pride, spirit and culture. Examples of how this could be done include enhanced city support for key special events, major sites, and spectator experiences at sporting and artistic events.

6.9 Focus On Active Living For 6-19 Year Olds

One of the greatest challenges in Canada in general, and in Hamilton in particular is the rapidly declining activity level of our youth and the resulting impacts on long-term health. Research has shown that active living for adults starts with teaching and engendering active lifestyles in youth. In the past decade, there is evidence of an alarming increase in the number of overweight and obese children and a crisis in many related diseases such as type II diabetes.

The 6-18 year old population is the market segment of the population that needs the most focus over the next ten years. Strategies developed by the City of Hamilton and others to get children and youth more active must begin by recognizing the shifts in behaviour patterns (e.g. moving away from traditional, structured activity like team sports to more informal unstructured activities like walking and skate boarding. Note: there are some exceptions, like soccer and girls hockey) towards individual, informal activities. Drop-in activities like open swims, skateboarding or pick-up volleyball for girls are examples of the type of program most likely to appeal to this segment.

Dr. Dan Offord of the Canadian Centre for the Study of Children at Risk, at McMaster University, champions the idea that every child, regardless of their background, is entitled to benefit from opportunities in sport and recreation. Dr. Offord acknowledges the health benefits of increased participation, but he also emphasizes the behavioral and community benefits that have a lifelong impact on children at risk. The Centre has developed an annual report card on Hamilton's kids, and would be a meaningful partner for the City in this Strategic Direction.

The implication is that City programs like public swimming or skating should be given higher priority, meaning they would be scheduled at suitable times, be designed to appeal to children and youth, with strategies that ensure that cost is not a barrier to participation. Other accessibility issues like language/cultural barriers or adequate public transportation also need to be addressed.

6.10 Focus on Cultural Tourism and Eco-Tourism

The terms of reference for this master plan included an assessment of Hamilton's future opportunities in sport tourism. While any efforts at enhancing Hamilton as a tourist destination point would have a positive economic impact, organized sport tourism does not appear to afford the greatest benefit for local residents.

There are several points to be considered in defining the City's future commitment to sport tourism:

- A significant capital investment could be required from the City for infrastructure that may be of limited value to the community (contrary to the principle of Public Good) or that incurs a net annual operating cost to taxpayers.
- Many other Ontario communities are competing aggressively for limited sport tourism dollars (notably London).

- Use of sport tourism facilities tends to involve peak loading during "the season" versus underutilization for what is often the majority of the year. This peak-loading factor also relates to Hamilton's limited inventory of hotel rooms and the City's inability to accommodate large numbers of tourists.

Cultural tourism, on the other hand, could become a Hamilton signature focal point. The seven City operated local museums are a valuable and unique community asset that could be more strongly positioned in the City's marketing efforts. Few, if any other Canadian cities can boast having five National Historic Sites. Most of these superb assets have significant excess capacity for use. Even smaller groups like the Dundas School of Art see the benefit of developing cultural tourism opportunities through better coordination and promotion of community arts events. The additional capital and operating costs involved in developing a Hamilton cultural tourism strategy would be modest in comparison to a sports tourism strategy, given that most of the infrastructure is already in place. More importantly, the benefits accruing to local residents would be more tangible.

Secondly, existing events like the Winona Peach Festival and the Around the Bay Road Race are also significant Hamilton landmarks, since a considerable portion of people attending come from outside the area. Hamilton Place and Copps Coliseum regularly host successful major concerts and productions attended by tens of thousands of people. The Hamilton Farmers' Market is North America's oldest indoor market, offering an acre of space that enhances the draw of the downtown core.

Thirdly, there is significant tourism opportunity attached to Hamilton's wealth of green spaces, natural areas, waterfront and wilderness. Plans are already underway to develop a new Giant's Rib interpretation centre to encourage tourists and residents to appreciate the natural beauty of the Niagara Escarpment. The Conservation Authorities manage thousands of hectares of conservation land that include such prominent features as the Dundas Valley. The Bruce Trail is one of Canada's most prominent, not only passing through Hamilton but also connecting to several local trail systems. The recent development of Bayfront and Pier 4 Parks along the waterfront is an important step in a longer term positioning of the Harbour as a tourist attraction. Some investment in additional trails and linkages would be required, but as with the cultural tourism strategy, these improvements would primarily benefit local residents while generating more tourist visits to the City.

6.11 Reinvest In Existing Infrastructure Over Building New Infrastructure

Many of Hamilton's parks, culture and recreation facilities are aging and in need of significant investment. In the next ten years, it won't make sense to be building new capacity if the older facilities are left to deteriorate further.

For recreation buildings, the future priority for the City should be to allocate sufficient capital funding to not only repair but also expand the functionality of facilities. The challenge is one of protecting the past investment in the City's current assets while adding capacity for increased use.

The City's local museums and the Art Gallery of Hamilton are examples of cultural facilities in need of rehabilitation/restoration that would benefit future generations. Again, protecting past investments must take priority over new infrastructure.

In terms of parks, most sites have not had sufficient ongoing maintenance and retrofits to keep them at an optimum level of service. Even large signature sites like Gage Park, have been allowed to deteriorate to the point where a significant rejuvenation effort is needed.

The challenge will be finding creative ways to finance these projects and giving them a high priority vis-à-vis building new infrastructure. The City's existing reserves available for this purpose will not be adequate. A common standard for Canadian municipalities is to allocate 1.5% of their total building asset value into reserve funds each year for long-term lifecycle repair and purposes. However, that has not been done in this area. A higher priority for infrastructure renewal would entail a greater share of the pay-as-you-go contributions from the tax base being directed to repair and replacement projects. And the construction of new parks, culture and recreation facilities funded through DC's will continue to put pressure on other City reserve funds as a result of having to find 10% of the cost of all projects from 'non-growth' sources.

There is a possible synergy with the Brownfield Development Plan by planning new facilities adjacent to Brownfield's to enhance their development value or using a portion of the Brownfield for greenspace.

6.12 Fewer But Larger Facilities

The City could achieve substantial savings in the cost of operating culture and recreation buildings by evolving towards fewer, larger facilities. The operational efficiencies of larger, multi-use centres are well documented, but Hamilton has several stand alone single-use buildings. A few facilities would continue to operate at the community and neighbourhood levels, but many facilities such as community centres and indoor pools would become part of larger multi-functional district level facilities. This model suggests that most residents would agree to travel slightly longer distances in order to enjoy a broader spectrum of services (including other community services); it will lead to higher quality of use, as well as more uses of culture and recreation facilities. Locating these larger multi-purpose facilities adjacent to public transit and the network of trails and pathways is an important consideration for ensuring accessibility.

6.13 Expanding Community Services in Culture and Recreation Facilities

Residents are interested in having easy access to the full range of community services. District recreation facilities could add synergistic, public community services such as libraries, public health, counseling (nutrition, neonatal, family issues, etc) and police services to their existing services. There is even potential to move many of the suburban city operated customer service centres into the recreation complexes so that residents could do other city business (e.g. pay their taxes) at these centres.

6.14 Open Space Linkages Between Parks, Cultural and Recreation Facilities

The City's present and future facilities should be designed to be easily accessible to pedestrians, cyclists and other non-motorized (with the exception of electric wheelchairs) means of transportation. This Strategic Direction would include a variety of solutions that best fit the characteristics of each neighbourhood. The addition of sidewalks, on-road cycling lanes, pathways through utility corridors, hazard lands, storm water management ponds and rights-of-way through commercial/industrial sites are among the options that should be examined. Secondary plans developed in the future should include such linkages as a condition of development or redevelopment.

6.15 Secure Public Access to Waterfront

There is broad support for more public access to the waterfront. Bayfront Park is a good example of this, regularly attracting large numbers of residents, who participate in a variety of unstructured activity. Confederation Park has been intensively used for many years and is currently undergoing a renewal under the stewardship of the Hamilton Conservation Authority. The deficiency of green space in the City's core area would be partially addressed by the development of more waterfront parks and linkages.

One barrier that exists is the longstanding plan for a perimeter road linking Burlington Street to Highway 403, through the west harbourfront. The Transportation, Operations and Environment Department will be undertaking a review of the perimeter road as part of an infrastructure master plan for the West Harbourfront planning area. If this transportation link is not developed (it would eliminate Bayfront Park), City Council must formally delete it from the City's long-range plans, in order to free up land for redevelopment.

A number of City owned sites could be assessed for development as waterfront open space. The Brownfield Development plan presents opportunities for developing waterfront green space in partnership with the private sector. Finally, all future redevelopment of waterfront properties should be assessed in terms of providing linkages for use by the public.

Recommendation #7

The City should endorse the fifteen Strategic Directions listed above, as a way of focussing all its parks, culture and recreation efforts and resources for the next five to ten years.

6.16 Congruence With Council's Priorities

The general direction outlined in Section 5 and articulated more specifically in the fifteen Strategic Directions listed above are consistent with the overall Council Mission, Vision, Values and Goals. They are also consistent with the City's VISION 2020 commitments, which are expressed in that document's 15 Goals.

6.16.1 Relationship to Council's Six Goals

In Council's Strategic Planning process which has occurred over the past several months, the direction has been translated into six goals. The 15 Strategic Directions outlined previously in this section are consistent with and support those goals as follows:

1. A City of Growth and Opportunity

All of the Strategic Directions help to position the City better to provide opportunities for growth. They help to make the City's amenities and infrastructure more cost effective and sustainable and to celebrate and promote the parks, culture and recreation assets for local citizens and tourists. Those assets become a more effective attractor of new residents and businesses.

2. A Great City in Which To Live

All of the Strategic Directons assist in making Hamilton a more attractive place to live and increasing the quality of life of all its citizens.

3. A Healthy, Safe and Green City

Many of the Strategic Directions and subsequent recommendations contribute to the health and well being of Hamilton. Indeed, one of the two overarching goals of the Plan is citizen health and well-being. One of the recommended principles on which parks, culture and recreation services should be based is personal and public safety. Some of the Strategic Directions and many of the subsequent recommendations focus on "greening" the City and on celebrating its natural open spaces.

4. A City Where People Come First

Virtually all of the Strategic Directions speak to a process in which people come first. Most of the people referred to are local citizens; thousands of whom have had input to this report, and whose needs and interests are reflected in the report. Specifically, at least one of the Strategic Directions focuses on a community development approach which builds local community capacity and involves citizens in meeting their needs.

5. A City That Spends Wisely and Invests Strategically

Much of what is expressed in the Strategic Directions is a realignment of resources to make services more effective and sustainable. In fact the focus of the entire Master Plan is to realign resources to those ends.

6. A City of Choice for High Performance Public Servants

The Strategic Direction which refers to a better Management Information System and the ones which refer to a more cohesive policy framework and financing regimen will increase the quality of the work environment at the same time they increase the effectiveness of the public leisure services.

6.16.2 Relationship to VISION 2020

The Master Plan's 15 Strategic Directions outlined above and the general direction laid out in all of Section 5 are consistent with and support the Goals and Strategies in the City's VISION 2020 document. ***Figure Twenty-Two*** summarizes that relationship.

Figure Twenty-Two
Synthesis of Strategic Directions with VISION 2020 Goals

	Strategic Directions														
VISION 2020 Goals	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Local Economy		X				X		X		X	X	X			X
Agriculture & the Rural Economy								X						X	
Natural Areas & Corridors	X		X	X	X	X	X	X	X			X		X	X
Improving the Quality of Water Resources	X													X	X
Reducing & Managing Waste	X										X	X	X		
Consuming Less Energy	X										X	X	X		
Improving Air Quality	X		X											X	
Changing Our Mode of Transportation	X	X	X	X	X							X	X	X	
Land Use in the Urban Area	X	X	X		X							X	X	X	X
Arts & Heritage	X	X	X	X	X	X	X	X	X	X	X	X			
Personal Health & Well-being	X	X	X	X	X	X	X	X	X	X	X	X		X	
Safety & Security	X	X	X	X	X				X		X				
Education	X		X	X	X										
Community Well-being & Capacity Building	X	X	X	X	X	X	X	X			X				

7. Standards, Guidelines, Policies and Specific Recommendations

In this section of the report direction is provided on the overall standards for service delivery. Policies and guidelines are also provided to rationalize service delivery and set a consistent level of expectations. Finally, specific recommendations are provided to focus action and decisions.

The City has many agreements in place with community and user groups, both for the development and operation of facilities as well as the organization of programs. To the extent that these agreements reflect the varying practices of the 6 former municipalities, they need to be reviewed in a comprehensive way, using the same guidelines. And while each agreement may reflect its own characteristics and history, there should be a standardized framework when the agreement involves shared capital costs with the City or there is some form of City subsidy for the operation of programs. City staff have started preparing a master list of all agreements with community partners delivering parks, culture and recreation services. The next step should be a systematic review and updating of these agreements using common guidelines.

Similarly, for those facilities and programs offered directly by the City, there should be a review of the standards carried over from the former municipalities. In aquatics, for example, swim lessons across the City's 16 indoor pools have now been harmonized. This is not to say that all facilities and programs must be harmonized to be exactly the same, but to simply ensure that a minimum standard is provided and that each situation, while distinct, reflects equity and fairness in terms of its level of public support. Where there are differences, there should be a clear reason for the differences.

The following sub-sections include a range of standards, guidelines and policies. The consultants have provided quantitative standards for many, but not all parks, culture and recreation services. Standards will be provided for all Parks types and some suggested amenities within (e.g. acres/ 1000 population, number of Bocce courts, etc.). In Recreation, standards will be provided for pools, arenas, community centres and seniors' centres. In Culture, guidelines will be provided for consideration in museums, art galleries, performing arts, and arts and crafts studios.

7.1 General Guidelines

7.1.1 Role of City

In the future the City's role should be one of assessing community needs and ensuring those needs are being addressed. The leisure needs of Hamilton residents should be viewed as part of a broad spectrum that considers all needs, including those relating to social services and public health. The physical, social and mental health outcomes provided through leisure services relate directly to the policy framework for social and public health services provided by the City.

The City should become involved in the delivery of parks, culture and recreation services only if and to the extent that a "public good" can be demonstrated. Criteria should be defined for the provision of such leisure services that maximize the potential of those services to meet socially worthwhile goals and objectives. Criteria to define could include quality, quantity, public safety, consistency and user costs. The City should not compete with the private or non-profit sector, but should monitor activities to ensure its objectives continue to be met without its involvement. The City should work with and help non-profit sector and private sector agencies to provide services, where it is most cost effective, or directly sponsor the service itself where it is more cost effective to do so.

Services should be provided to people at all levels of ability, from the most talented participants to people with special needs. All leisure opportunities that are supported directly or indirectly by the City should be developmental in nature. A participant should be able to enter the system at a level appropriate to his or her ability, whether they are a beginner or experienced in their activity of choice, able-bodied or disabled. However, on a cost/benefit basis, if the cost of serving one advanced participant is many times the cost of serving many beginner participants, the City should allocate relatively fewer resources to serving the advanced participant.

All other things being equal, the City should put more emphasis on the variety of leisure services, rather than the quantity of leisure services, when increasing or reducing service levels. A choice must often be made between providing more of what is already available and providing something new for those who have interests not currently being accommodated. Larger interest groups are typically served first. Then higher priority should be given to providing some services to those not yet receiving any.

All other things being equal, the City should put more emphasis on quality of service than on quantity of service when increasing or reducing service levels. Fostering one sometimes sacrifices the other. As well, "quality" is often a subjective measurement. The City should determine a pre-defined minimum quality level for all services, including the number of people in a class, the qualifications of an instructor, minimum standards for a facility or equipment, or the length of class time. If this minimum quality level cannot be financed, the service should not be supported by the public sector. An area where this factor can most easily be applied is planning summer programs, where it is tempting to accommodate as many as possible, thereby risking quality.

All other things being equal, the City should facilitate and support others to provide the services, rather than providing the services directly. The City should evaluate what opportunities are available at all times, coordinate to the best of its ability the provision of leisure services by other providers of service, contribute to the quality of service provided by other groups or agencies, and deliver services to fill in the gaps, where such services are clearly warranted to achieve otherwise unmet objectives. The City should respond to its responsibility for ensuring provision of all public parks, culture and recreation services by balancing indirect programming (support of other groups to program), co-sponsorship (joint delivery of programs) and direct programming (City sponsored programs).

The City should attempt to reduce or remove any barriers to public participation in leisure services, including financial barriers. The majority of public services in Hamilton, including police protection, public education, fire protection, street and road maintenance, snow clearing and public parks, are available "free" to all citizens on an "as needed" basis, regardless of how much tax they have paid. Where a fee is attached, such as for public swimming or public hockey, that fee has the potential to impose a barrier for some Hamilton residents at the low end of the "ability to pay" scale. The City should be sensitive to excluding residents in this situation from participating in services directly or indirectly supported by the City. Strategies to address this could include providing one or more free sessions each week at a facility (e.g. free swim or skate), working with local agencies who deal with low income groups to provide a system of free passes to individuals who most need them, or developing and advertising a policy of not denying access to public parks, culture and recreation services on the ability to pay. The City should work to help people become aware of opportunities, motivate them to join, remove barriers that limit/inhibit participation (transportation, cost, scheduling, lack of child care, lack of ability) in order to make services available equally to all. ***Appendix G*** captures in more detail some Guidelines for Delivery of Leisure Services in Hamilton.

Recommendation #8

The City should adopt the above noted Role which provides the guidelines for service delivery.

7.1.2 Principles by Which the City Will Operate

All City of Hamilton policies, guidelines and standards for leisure services should be guided by a set of common principles.

7.1.2.1 Public Good

Section 4 already frames this principle as a basis for public sector decision-making. However, it is a principle and is therefore, repeated herein. The City should only become involved with a park, culture or recreation service, project or facility if the benefits thereof accrue to the entire community. Indeed, the definition of a public good is a good or service that results in a benefit which residents cannot choose not to receive.

7.1.2.2 Equity

The second is the principle of equity. This does not mean that all residents should receive the same services, but rather asserts that those residents with the greatest needs should benefit from a greater share of the City resources in parks, culture and recreation. Such target groups as residents with special needs, families living in poverty or youth at risk would be the most common examples. In this context leisure services that offer the greatest benefits to all Hamilton residents (e.g. public good) such as parks, trails, public swimming/skating or summer concerts in the park would most effectively achieve this principle.

Leisure services should be accessible by all Hamiltonians. Residents responding to the survey identified a number of barriers, including ability to pay and transportation. The importance of giving all children access to sport and recreation opportunities has been emphasized by such experts as Dr. Dan Offord, who points to the many community, personal and health benefits which result.

7.1.2.3 ***Sustainability***

Parks, culture and recreation facilities and programs must be sustainable. As it relates to City operated facilities this principle implies that capital projects must include life cycle costs – not only the ongoing maintenance and repair but as well the eventual replacement cost of the buildings. Equally important, as the City evolves towards more services provided through community partners or the private sector, the City should clearly define its financial commitment in both capital and operating partnerships. The long-term sustainability of services offered by partners can be enhanced through creative approaches that expand revenue or sponsorship opportunities.

VISION 2020 provides a definition of "sustainability" for the City of Hamilton, which was developed with extensive community input. The intent of the Master Plan for Parks, Culture and Recreation services is that this same definition applies to the Strategic Directions regarding sustainability.

City Council has clearly stated its desire for Hamilton to be a leader in environmental stewardship. This establishes the principle that the development and operation of all parks, culture and recreation facilities and programs should be environmentally responsible and sustainable.

7.1.2.4 ***Public Involvement***

Any resident interested in, or impacted by, a leisure facility or program should be part of its planning. This principle extends to the users of facilities, but also to potential users. A good example would be ensuring that girls are equally represented in the planning of new arenas, even though they do not yet represent half of the user groups. Also, in light of the strategic direction of placing more emphasis on services to the public (#7), such groups as community associations or others representing the community at large should be integral to the planning of future services.

7.1.2.5 ***Public Safety***

As it relates to the provision of public opportunities in Hamilton's parks, cultural and recreational facilities, it is important that users benefit from a safe environment. This would include, for instance, a regular inspection and repair program of all playground equipment to ensure compliance to CSA standards.

Another example is the City's policy governing consumption of alcohol on City premises. Risk management is an important component of municipal leisure services, particularly in light of the trend towards higher risk leisure pursuits such as rock climbing and skateboarding. Requiring the use of helmets and other protective equipment by children during events sponsored by the City would be an example, one that entails a partnering with public health officials.

Equally important is the City's role in ensuring that volunteer involvement in parks, culture or recreation services is achieved safely. Some instances already exist, such as volunteers participating in contruction or maintenance activities, where risk management is a high priority.

7.1.2.6 Accessibility

The City has an important role to play in ensuring that all residents have access to parks, culture and recreation services. This principle primarily addresses the needs of residents with physical or developmental disabilities, but it also extends to cultural diversity (where language or ethnicity barriers may exist) as well as to families living in poverty.

As it relates to the City's parks and facility infrastructure, this principle requires that the design of new parks and buildings, as well as the redevelopment of existing infrastructure, should be barrier-free. In terms of municipal programs, a variety of approaches should be considered, including some segregated as well as integrated programs for residents with special needs, and some low-cost or free programs. Public transportation is also an important aspect of accessibility to leisure services, particularly for youth and low-income families.

Given the important and growing role of partners operating municipal facilities and offering public leisure programs, the City should also ensure that the same consideration applies to services delivered through others.

Recommendation #9

The City should adopt the six principles of public good, equity, sustainability, public involvement, public safety and accessibility as described above, to guide the delivery of parks, culture and recreation services.

7.1.3 Guidelines for Agreements Between the City and Other Parties on Service Delivery

City staff has begun the process of cataloguing the hundreds of existing agreements with community partners and other service providers established by the 6 former municipalities. This is a high priority task reflecting the strategic directions to create improved management information systems and reconciliation of existing policies and funding approaches. The range of existing agreements is substantial and includes advertising/sponsorship, building or property leases, food service concessions, maintenance of sports fields or community centers and special events. Most of the agreements captured in the inventory so far relate to municipal buildings or property; in order to establish the complete list, agreements that address programs or services must be included, as do those past arrangements of a less formal nature. It is also important to ensure that larger services such as the Art Gallery of Hamilton, Hamilton East Kiwanis Boys and Girls Club, the 2 senior adult centers operated by the YWCA and the Flamborough YMCA be included in the review (and in some cases, formal agreements established). In the case of the Hamilton Conservation Authority, a number of agreements exist whereby the Authority operates City property (Westfield Village, Confederation Park) and the City operates Authority property (Griffin House); these should be consolidated and rationalized against the core business of each partner.

As a general guideline, the City should ensure that it offers a welcoming environment for community partners interested in expanding the services they offer; specifically, this means that agreements would not be defined in legal language that is adversarial in nature. The operation of large facilities or programs will require more formalized and detailed agreements, while the more common example of services provided by smaller groups could reflect much simpler arrangements.

For the construction or operation of facilities, the terms of each agreement would stipulate meeting the City's defined standards relating to functionality, quality of user experience, public safety, accessibility and environmental sustainability. A critical element of any facility agreement is defining "public" access and public good. If the building is owned by the City, is located on municipal land or public funds have contributed to it, the operator should not unduly restrict (i.e. restrict in a way that discriminates on the basis of characteristics outlined in the Code of Human Rights) who uses the facility. An example of this would be the Flamborough YMCA, which was built on City land and received a capital contribution from the former Town of Flamborough. Residents have access to public swimming but must be Y members in order to participate in fitness or swim lessons. While the YMCA and YWCA operate as very public organizations, and the public access to swimming may outweigh the restriction of membership for other uses in the facility, such restrictions should be a factor in all agreements.

For agreements involving the delivery of programs or services, similar considerations should apply. In determining its level of support to any program, the City should look at how accessible it is to the general public and the total amount of public good in relation to the City's investment.

Recommendation #10

The City should complete the inventory of existing agreements with community partners as soon as possible.

Recommendation #11

The City should develop clear terms and conditions governing all agreements with community partners.

Recommendation #12

The City should begin the process of renewing outdated or lapsed agreements with community partners.

7.1.4 Support to the Voluntary Sector

Two of the recommended strategic directions relate to the City's future relationship with Hamilton's voluntary sector – more community development, and more services delivered through others. Both of these strategic directions require a corps of local volunteers with the willingness and capacity to provide more services. A comprehensive strategy that defines the City's responsibilities towards and relationships with volunteers is needed. Priority should be given to the development of policies covering the recruitment, training and recognition of volunteers. This strategy and policy should address liability insurance for volunteers acting in the public interest and define the role of volunteers vis a vis paid City staff. In light of the principle emphasizing public safety, the City should be clear when volunteers should not be involved in higher risk activities. In cases where it is clear that City staff will not be paid to perform a function, this should open the way for volunteers to undertake such functions even if the result is that they work in the same environment as unionized staff. The City's grants policy, which is currently under review, should contemplate the role and impact of financial assistance to groups as part of the City's total commitment to the voluntary sector. Staff training and awareness is another determinant of success. As an example, park maintenance crews or cleaning staff at a senior's center should see themselves as part of the team supporting volunteers.

Recommendation #13

The City should adopt an overarching policy relating to its relationship with the voluntary sector, developed in partnership with Volunteer Hamilton.

Recommendation #14

The City should clearly define its responsibilities towards volunteers, including recruitment, training and recognition as well as defining the roles and responsibilities of volunteers and parameters for their involvement in the delivery of City services

Recommendation #15

The City should provide staff with training opportunities in community development.

Recommendation #16

The City should establish a joint advisory committee consisting of:

- ***The United Way of Burlington, Hamilton-Wentworth***
- ***Hamilton Community Foundation***
- ***Hamilton Social Planning and Research Council***
- ***Community Information Services***
- ***Volunteer Hamilton***
- ***Settlement and Integrated Services Organization,***

to oversee and help coordinate the activities of Hamilton's voluntary sector.

Recommendation #17

In its' current review of City grants to community organizations, the City should ensure that its future funding commitments are clear, and that they support long term sustainability of the groups that receive funding.

Recommendation #18

The City should provide free meeting space for volunteer groups to conduct their meetings.

7.1.5 Financing Services

It is important that senior managers and members of City Council understand the City's total annual investment in parks, culture and recreation services. Once this 'envelope' is defined it will be more feasible to make clear decisions about maintaining, increasing or reducing the funding of one program or facility relative to others. Programming, maintenance and capital costs should all be included in this analysis.

7.1.5.1 Lifecycle Maintenance

The City's infrastructure for parks, culture and recreation is extensive and represents an investment that needs to be protected. Many of the City's older buildings and parks are in need of repair; their renovation would provide the opportunity to improve functionality and increase their appeal to residents. A detailed assessment of the condition of all municipal property would form the basis of a long-term plan to repair and rehabilitate buildings and parks. Consistent with the strategic direction to focus on existing infrastructure before building new amenities, there should be a program set up to protect the assets that the City currently owns.

A common lifespan standard for buildings is 50 years, meaning for instance that the roof on an arena will be replaced 2.5 times during that period. Alberta research indicates that between 1% and 1.5% of a building's asset value is needed annually to provide ongoing repairs needed during its lifespan. The higher standard of 1.5% permits improved functionality such as new family change rooms, or brighter lobbies, while the 1% standard only covers repairs to the original structure. The City of Hamilton does not have adequate reserve funds to carry out this type of long-term life cycle maintenance program. Building repairs are identified on an annual basis through the capital budget. Staff should develop a strategy for Council consideration that would begin to build the reserves needed to maintain the existing culture and recreation infrastructure. Achieving a standard of 1% or 1.5% of building asset value would require a significant annual contribution from the City's tax base. Such an investment would be too onerous to implement in a one-time tax increase. A transition to a more modest level of investment would be more appropriate.

Recommendation #19

The City should establish a lifecycle reserve for recreational and cultural facilities and established parks, and make annual contributions to it over the next ten years, equal to:

- ***.5% of current value of existing recreation and cultural facilities***
- ***.25% of established parks***
- ***1% of any new recreation or cultural facilities***
- ***.5% of any newly developed parks***

The City's extensive inventory of City owned heritage buildings merits special consideration, since an inadequate repair and maintenance program has more serious repercussions in this instance than for conventional buildings. Additional funding sources should be explored to establish this reserve fund for heritage properties, such as directing a percentage of the proceeds from the sale of City property.

7.1.5.2 Strategies for Acquisition of Parkland

The acquisition and development of most new parks in Hamilton will result from future residential or commercial growth. At present, the standards and policies of the 6 former municipalities remain in place. The new Development Charge By-law should harmonize these standards or alternately establish area specific standards that vary across the City. Either way, the standards for acquiring and developing parks must be rationalized so that developers can benefit from consistency in the conditions that apply from one part of Hamilton to another. Under the Planning Act the City is entitled to acquire 5% of the land slated for residential development (or 1 ha per 300 units), and 2% from commercial/industrial development. City planners should ensure that all future opportunities to acquire parkland are pursued; this means that the full entitlement under the Planning Act would be required as a condition of development. Waiving part or all of this condition as a strategy to promote growth and economic development might be of interest to the development community but would not serve the interests of residents. In fact, the longer term effect of a City policy aimed at maximizing parkland acquisition would be an enhanced quality of life in Hamilton, which in turn would encourage economic development.

The City also acquires public land in natural areas (referred to as constraint land) that is over and above parkland dedication. The Official Plan of the former Region of Hamilton Wentworth makes reference to this type of land acquisition. There may also be instances where a developer would contribute more parkland than required under the Act, including financing Woodlots, land adjacent to ravines or linkages.

In instances where the 5% (1 ha per 300 units) or 2% parkland requirement would not yield a large enough parcel or there is not the need for additional parkland in that community (eg estate development), the Planning Act permits the City to obtain cash-in-lieu of the land. All cash-in-lieu should go towards purchasing parkland (not necessarily in the same neighbourhood) to help in meeting community and citywide levels of open space requirements. The highest priority would be acquisition of waterfront or access to waterfront, including rights of way and leases. Cash-in-lieu could also be used to improve the City's trail system by linking new communities to the existing network or developing linkages between existing trails.

Finally, the City should explore other opportunities for acquiring land such as bequests and endowments, possibly in partnership with the Hamilton Community Foundation or environmental advocacy groups.

The City should not use dedicated parkland for development of facilities, unless adapting or renovating existing facilities, or unless there are plans to replace the land. This applies to culture and recreation facilities as well as others such as libraries or police stations. Land required for municipal buildings should be distinct from the City's inventory of parkland, which should be preserved for future generations.

Recommendation #20

The City should approve a policy framework that proactively pursues the acquisition of new parkland and natural areas, both in growth areas and in established communities, in order to achieve the recommended standards.

7.1.5.3 Use of Development Charges

Development charges are the primary means of paying for expansion of the City's parks, culture and recreation facilities. Development charges must be used to fund growth-related parks and facilities. A policy direction is recommended of setting DC's at a level that will ensure that growth pays for itself to the fullest extent possible. In its simplest application this policy would recover from developers 90% of the cost of all new parks and buildings – the current Development Charges Act requires the City to fund 10% from other sources. Once City staff prepare a new DC By-law it will be possible to establish the 'historical standard' that presently exists in the new Hamilton (as opposed to the standards of the previous municipalities). Distinct standards should be identified for parks and buildings that serve at the neighbourhood level, the district level and the citywide level. The DC component for parks, culture and recreation infrastructure would then reflect the share allocated to each of these levels. In this way it will be possible to fund the redevelopment of existing facilities and parks that serve a larger catchment area, including waterfront parks and central arts facilities.

Development charges can also be leveraged. School Boards planning new or expanded school facilities could become partners in the development of recreation amenities that serve the community as well as school curriculum. Agencies like the Boys and Girls Club, YMCA or YWCA have the capacity to contribute financially to recreation centers. The City's own Brownfield Development plan provides financial incentives to development projects that help achieve that program's objectives. Guidelines should be established that permit maximum latitude in the use of DC's for future growth related projects.

Recommendation #21

The City should rationalize all its Development Charge By-Laws into a single new one which relies on as much DC funding to finance growth related capital projects as possible

It should be noted that the public survey examined opinion on this issue and found that a majority of the population does not necessarily favour this course of action. However, the consultants believe it is the only prudent course of action available to the City, as capital requirements over the next few years will outstrip the City's capacity to easily fund them out of current taxation and borrowing.

7.1.5.4 A Basic Standard for Construction of City Facilities

It is important that the City establish its basic standard for leisure facilities in the future for capital projects that are not tied directly to growth. There will continue to be many expressions of need and proposals for partnerships similar to those captured through the consultation for this plan. Where does the City's responsibility end and those of user groups begin? Based on the strategic directions and principles contained in this report, it will be possible to establish a minimum City standard for the development of sports fields, art galleries, arenas, indoor pools, community centers and so on. The City would provide a range of

amenities and a standard of construction compatible with public use of space. In cases where user groups or sub-sets of the public want higher standards to meet their specific needs they would contribute towards the additional costs. For example a level B soccer field might satisfy the needs of the community for unstructured or recreational play and its construction should be totally funded by the City. Upgrading the field to level A for use by youth competitive teams could require contribution of 25% of the capital cost from user groups. Further enhancements required for elite programs such as lighting, bleachers, PA systems or scoreboards might require a 50% contribution. Projects with eco-tourism or cultural tourism would be considered equivalent to general public use.
The City's basic standard for arenas would provide suitable space for public use and recreational activities. If user groups wanted a PA system, year round operating capability, bleachers or a higher standard of lighting they would pay the additional cost.

Recommendation #22

The City should develop a clear standard for each type of basic facility (i.e. one that reflects the City's responsibility for general public use), to include recommended provision levels and amenities for each.

Where the community wishes to have facilities beyond the basic level of City support, the City should provide moral support to assist the community to garner the resources (i.e. non-City funding) to exceed the basic City standard.

7.1.5.5 Minor Capital Cost Sharing

In addition to its existing grants programs, the City should provide incentives for groups to raise money and invest in minor capital enhancements. A program providing matching funds from the City would stimulate many local improvements to parks, culture and recreation facilities. Community funds raised up to a limit of $50,000 would be eligible. In providing matching dollars the City could ensure adherence to minimum standards while reducing the cost to local taxpayers. Those projects providing benefit to the greatest proportion of residents in the community should get priority over projects addressing the needs of smaller segments of the population.

Recommendation #23

The City should approve a minor capital cost-sharing program that provides matching City funds up to a maximum of $50,000 for community projects as well as a means of prioritizing them.

7.1.5.6 Fees and Charges

City Council recently adopted a revised set of fees and charges for City programs for the rental of City facilities. This was an important step in harmonizing the fees and charges of the 6 former municipalities, one that will alleviate much of the frustration experienced by user groups, staff and the general public following amalgamation. Other large Ontario municipalities having gone through amalgamation in recent years have not been able to achieve harmonization as quickly as Hamilton.

However, it is clear that some of Hamilton's fees and charges for parks, culture and recreation facilities remain significantly below other comparable cities in Ontario. (See ***Figure Twenty-Three***) This is most evident in the $80 hourly rate for use of arenas by Hamilton's minor sports groups. A rate of $100 per hour would be more in line with the Ontario average. In the long term this level of public subsidy will be difficult to sustain without having an impact on the quality and quantity of services available. Phasing in higher fees to reflect today's market would make Hamilton's leisure services more sustainable by recovering a higher proportion of their cost from users. In parallel to this gradual increase, the City should commit more funds (such as the CARE program) to provide assistance to those facing financial barriers.

Appendix H provides a detailed framework and rationale for establishing a fees and charges policy for parks, culture and recreation.

Recommendation #24

The City should adopt a new fees and charges policy according to the above recommended framework and rationale.

Recommendation #25

The City should gradually increase its recovery rates (i.e. proportion of operating costs recovered from users) over the next five years to bring them more in line with industry standards.

This strategy of gradually increasing user fees for leisure services may be challenged on the basis that higher fees can be a greater barrier for low-income residents. This would only be the case if the fee increases were not accompanied by an expanded safety net for those residents. The fundamental premise of this fees and charges strategy is that those who can afford to pay should. As it relates to services for seniors, for instance, this would represent an important shift away from the traditional approach that their leisure services be heavily subsidized. In this example, the relatively small proportion of seniors who could not afford the user fees would have access through the expanded safety net.

Hamilton has a relatively high proportion of families living in poverty, particularly in high-density neighbourhoods in the core area. City staff should consider different strategies aimed at encouraging these residents to access leisure services. Front line staff should be trained in identifying and proactively targeting patrons who might benefit from the CARE program or from free activities. Program staff should seek out and work with groups that represent the disadvantaged, providing discounts through their programs. A limited number of free services can be provided, such as a few public swim and public skating sessions (while all remaining sessions would be fee based) or maintaining/ expanding the existing Supie summer program in the parks. City staff could also ensure that community partners and user groups have policies in place to support those in need.

Recommendation #26

In keeping with the principles of making public services accessible to all residents, the City should increase its strategies to ensure the accommodation of low-income residents.

Figure Twenty-Three
Survey of Fees and Charges in Ontario Municipalities

City	Pop'n	Ice Rates (Prime-time for minors)	Public Skating Rates	Swim Lesson Rates **	Public Swim Rates	Outdoor Pool Rates	Soccer Rates
St. Catharines 905-688-5601	123,000	$122/ hr	A $3.00 C/Y $2.00 S $2.50	$42/10 wks	A $2.50 C $1.50	A $2.00 C $1.00	$3.50/hr, no lights $5.50/hr lit
London 519-661-5575	326,000	$83/ hr	A $2.25 C $1.25	$32/ 7 wks	A $3.25 C $1.75 Y $2.00 S $2.25 F $6.00	A $2.50 C $1.25	A-level $40/ 2 hrs, no lights $60/ 2 hrs lit All others are $5.35/ 2 hr
Windsor 519-253-2300	209,000	$120/ hr	A $2.50 C/Y $2.00 F $6.00	$45/ 10 wks	A $3.50 C/Y$1.75 F $9.00	A $3.50 C $1.75 F $9.00	$65/3 hr slot for 16 weeks with no lights. $400/ 3hr slot for 16 wks, lit.
Ottawa * 613-580-2400	774,000	$77-100/ hr	A $2.50 C $1.20 Y $1.44 S $1.50 F $7.75	$35/ 9 wks	A $2-$3 C$1.20-$2 Y$1.45-$2 S $1.50-$2 F $7.30-$9.20	A$2-3.45 C$0-2.30 Y$0-2.30 F$2-9.10	$1- 24/ hr
Mississauga 905-896-5000	613,000	$114/ hr	A/C $2.25 F $6.00	$50/ 10 wks	A/C$2.25 F $6.00	A/C$2.25 F $6.00	$30/ game, no lights. $48/ game lit
Burlington 905-335-7736	151,000	$115/ hr	A $3.10 C/Y $1.80 F $7.20	$47/ 10 wks	A $3.10 C/Y $1.80 F $7.20	A $3.60 C $2.10 Y/S$2.10 F $8.40	$12/game, no lights $18/ game lit
Hamilton 905-546-2489	490,000	$80/ hr	A $3.00 C/Y $2.00 S $2.00 F $7.00	$42.50/ 10 wks	A $2.75 C/Y $1.75 S $1.75 F $5.75	A $2.75 C/Y$1.75 S $1.75 F $5.75	$11.50 / hr, no lights $15 / hr, lit

*City of Ottawa fees and charges still being harmonized, which is why there are ranges provided.
** Swimming lesson rates based on cost for AquaQuest Level 5.

Key:
C= Child Y= Youth A= Adult S= Senior F= Family

7.2 Parks and Open Space

The four levels of supply or provision for Parks, Culture and Recreation were defined in Section 5 and are now further defined as they apply to parks and open space.

City level parks are planned and designed to serve all residents and visitors to the City. They provide for major recreation and cultural facilities, urban beautification, protection of natural, historic and aesthetic features, competitive sport facilities, and a municipal-wide connecting system of linear parks, trails and pathways. City parks serve as focal points, are typically large in size or alternately include key features. The catchment area is citywide and users are expected to travel by private vehicle or public transit to access facilities and services.

District level parks serve several neighbourhoods. In total, they serve about 100,000 residents. Their main purposes are to provide a central site and focus for district facilities and major events, to provide senior level sport facilities/activities and to provide non-sport, informal play opportunities. District level sites must be sufficiently large to accommodate a variety of active sports and informal recreation needs including community centres, active playing fields, passive park areas, and natural open space. It is preferable to consolidate all district level open space on central sites.

There are currently no types of public open space at the Community level and no types are recommended for the future.

Neighbourhood level parks serve local needs. The first is as a replacement for private, backyard open space. This is most needed in areas of high population density, where residential lot sizes are small. In more rural areas of the City where residential lots are large (i.e. there is lots of private open space) the need for neighbourhood level public open space is reduced. Neighbourhood parks broaden the range and variety of recreation opportunities available in the neighbourhood. They provide an alternative land use in the built environment. Finally, they provide recreational level sport opportunities.

The next step in the planning process is the definition of types and standards of parkland. At each of these three levels of provision, there are one or more park types. The most important means of classifying open space is to recognize types of parks based on the use (or theme) of open space within each level of provision. A total of 7 separate types of parks have been defined and recommended for the City of Hamilton, within the three levels of provision. Each type of park focuses on a particular theme and is planned to reflect the needs of the population relative to that theme and service level. The 7 types of public parks should meet all the requirements of a public open space system. The types are listed in ***Figure Twenty-Four***, and the following section describes their components. Amenities and standards are included, where appropriate. There are quantitative, qualitative, site and sizing standards for most, but not all types. ***Figure Twenty-Five*** outlines both the historical and recommended standards for each park type. As a general guideline, consideration should be given to accessible pathways and play equipment. For each type of park, City staff should also develop standards for urban planning purposes (such as the Official Plan) that would specify minimum road frontage, percentage of table land, proximity to arterial roads/ public transit, and buffering.

Appendix F lists the City's existing inventory of parks, identified by type, as well as the number of hectares for each park.

To the extent that City or District level parks are suitable for recreation or cultural facilities, those facilities should be located in parks. However, the land required for those facilities (including parking) should be replaced by an equivalent amount of open space, either on that site or at other parks in the same category, when calculating parkland provision standards. In other words, although an acceptable use within parks, space for facilities is not part of the open space provision standard. The recommended standard of parkland for each type of park is net of any building requirements.

Varying standards of turf should be defined by the City, according to the category of park. Typically, City Level space would have Class 1 Turf. There may be more than one type of Class I Turf. Active use in Athletic Parks requires different maintenance standards and practices from passive use, natural areas. Class II Turf would be more appropriate for District or Neighbourhood level parks.

Recommendation #27

The City should clearly define classes of turf appropriate for each park level and type, along with the maintenance standards and practices required for each.

Figure Twenty-Four
Levels and Types of Parks and Open Space

City Level Open Space

i. City Athletic (e.g. Mohawk Sports Park)
ii. City Recreation (e.g. Gage Park)
iii. City Natural (e.g. King's Forest Park)
iv. City Linear Corridor (e.g. Waterfront Trail)

District Level Open Space

v. District Athletic Park (e.g. Little League Park)
vi. District Youth Park (e.g. Beasley Park)

Neighbourhood Level Open Space

vii. Neighbourhood Park Site (e.g. Allison Park)

Figure Twenty-Five
Park Standards

Park Type	Historical Standard	Recommended Standard
City Athletic	.5 ha/ 1000	.5 ha/ 1000
City Recreation	.95 ha/ 1000 [1]	1.15 ha/ 1000[1]
City Natural	1.1 ha/ 1000	N/A
City Linear	N/A	N/A
District Athletic	.3 ha/ 1000	.3 ha/ 1000
District Youth	0	1 per district
Neighbourhood	1.0 ha/ 1000	1.0 ha/ 1000
TOTAL	**3.85 ha/ 1000[2]**	**2.95 ha/ 1000[3]**

Notes:
1-Excludes 3 Special Purpose sites (2 golf courses and Binbrook Fairgrounds)
2- Total excludes City Linear Parks and Open Space
3- Additional land would be required for District Youth Parks, as well as Linear and Natural Parks

Recommendation #28

The City should adopt the three levels and seven types of Parks and Open Space outlined in Figure Twenty-Four as Hamilton's future provision standard for public open space.

Recommendation #29

Over the next ten years, the City should reconcile existing parks and open space within the adopted levels and types.

7.2.1 City Level Open Space

The City of Hamilton is one of several providers of City level open space. Coordination among these public authorities is essential for future planning. Regular meetings should be convened by the City once or twice per year. This group could act as a steering committee, and under the City's leadership could focus on such issues as the development of an urban forestry plan, redevelopment of the waterfront and promotion of the Niagara Escarpment. One current opportunity is the Royal Botanical Garden's new plan for the development of multi-use pathway connections between Hamilton and Burlington at the western end of the Harbour and Cootes Paradise.

Recommendation #30

The City should ensure that all providers of City level open space, including the Niagara Escarpment Commission, Royal Botanical Gardens, the Hamilton Port Authority and the four local conservation authorities, participate in a collaborative strategy for the planning, development and maintenance of City level open space.

City Athletic

Although District Parks will accommodate a great deal of organized league games and practices, all organized sports activity with a significant spectator appeal should be centralized into City Athletic Parks. This is where the highest quality sports fields, diamonds, courts and pitches should be located. Such sites would be suitable for tournaments and other special events and include all necessary spectator infrastructure, as there are significant economies of scale. Amenities should consist of food and beverage concessions, grandstands, parking areas, public washrooms and other spectator support areas.

City level athletic parks are used for periods of 3-12 hours at a time by participants and spectators, and are accessed mainly by private vehicle. Activities include adult and competitive senior league play, tournaments, major competitions, league finals, demonstrations and clinics. Facilities should be of sufficient quality to host provincial level tournaments.

City Athletic Parks are primarily made up of sports fields and supporting amenities. Some sites should be designated as City level soccer parks that would include up to 10 senior soccer fields, with provision for overlapping junior soccer fields.

Other City Athletic Parks should be planned to accommodate baseball and/or softball, and would typically include four softball diamonds and four senior baseball diamonds designed in a "wagon wheel" pattern.

City level football fields could be included at either of these types of City Athletic Parks.

The following ancillary facilities will be required to support the playfields:

- Dressing rooms
- Washrooms
- Access control and parking for a minimum of 100 vehicles
- Bleachers
- Parking (could be shared)
- Signage
- Storage building
- Light standards, as required (pedestrian/ sports fields)

- A 2-3 acre recreation area to include picnic tables, benches, garbage cans, BBQ pit, family or group picnic site and creative playground area
- Landscaping in passive area and around the site perimeter.
- Sports turf Class I
- Clubhouse (optional)
- Passive park turf

A 20-hectare site would be the optimum size to accommodate this range of sports amenities.

At present the City has 13 sites identified as City Athletic parks, with a total area of 225.5 hectares. This translates into a service level of .46 hectares per 1000 residents and an average size of 17.35 hectares per site.

Recommendation #31

The City should adopt a standard of .5ha per 1000 residents as the historic standard (for Development Charge analysis) and as the standard for optimum future supply of City level Athletic Parks.

Recommendation #32

The City should adopt the above described list of components and the related qualitative guidelines recommended for City level Athletic Parks, as a basis for planning, providing and maintaining in the future.

The City's existing inventory of sports fields generally suffers from soil compaction and turf stress as a result of overuse and inconsistent maintenance practices.

Recommendation #33

The City should ensure that the scheduling of all City level sports fields considers the input of Parks staff in order to permit a rotating system for resting fields and an ongoing repair/ maintenance program.

McMaster University is planning the development of its track and field facility, including spectator-seating capacity of 5-7,000. In the consultants view, only one such facility is needed at the City level. McMaster is willing to develop this facility in partnership with the City, which would provide extensive access by user groups and the general public.

Recommendation #34

The City should work with McMaster University to determine the level of

Municipal support available for the development of a new City level track and field facility.

City Recreation

The function of a City Recreation Park is to provide informal, passive recreation opportunities. Such sites would be designed preferably with a central focus, such as a water feature, heritage amenities or a landscaped garden. Recreation opportunities should be directed to all age groups with a strong emphasis on family use.

A total of 30 existing sites were identified as City Recreation Parks, with a total of 677.59 hectares. Not including the three special purpose parks (two golf courses and a fairground), the current provision standard for City Recreation Parks is .95 hectares per 1000 population.

City Recreation Parks would include waterfront sites, with the added feature of facilitating public access to and enjoyment of the waterfront and the use of the water itself (e.g. for canoeing) as well as protection of the watercourse. These public open spaces could be used as part of a trail system, either on the water or along the shore.

Typical components of a City Recreation Park include:

- Water feature or other significant amenity as the central focus
- Family and group picnic site with tables
- Benches, garbage cans and water fountains
- Park signs
- Picnic shelter
- Parking
- Washrooms
- Pathway linkage (hard and soft surfaced trails)
- Creative play area
- Traditional play area
- Passive park turf
- Light standards, as required
- Fencing, as required
- Large trees
- Viewpoints, if applicable
- Landscaped garden area
- Natural area (optional)

City Recreation Parks should be connected to other parks and to neighbourhoods by a comprehensive trail network. They should be easily accessible along major transportation routes, and should be properly signed. Users will typically be individuals or families accessing the site by bicycle or private vehicle for durations of one-half to one full day.

Nine City Recreation Park sites were identified as having landscaped gardens, with a total area of 13.25 hectares. The Churchill Gardens /Aviary and Sam

Lawrence park are the 2 larger sites, while Armes Lookout was among the smaller sites at .43 hectares. The existing service level is .03 hectares per 100 residents.

The primary purpose of a landscaped garden at a City Recreation Park is to impress residents and visitors about the attractiveness of the City. Each site is designed and intensively developed to provide a pleasing visual attraction. Their primary purpose is urban beautification.

The two critical features of a landscaped garden are its location at strategic points throughout the City and its visual effect. These sites should be developed in conjunction with major government buildings such as City Hall. Spaces in the downtown area which are highly visible for tourists and residents should be developed. Major entrances to the City should be designed to create a positive visual impression to residents and visitors alike. Design and intensive maintenance are more critical factors than size.

Components of a landscaped garden in a City Recreation Park would include:
- Landscaped Gardens or Floral Displays
- Class I Passive Park Turf
- Hard Surfaced Walkway
- Park Benches
- Light Standards
- Interpretive Displays
- Water Fountains
- Sculpture Exhibits
- Perimeter landscaping to create garden enclosures in a park setting.
- Picnic Tables
- Viewpoint

Standards are difficult to apply to landscaped gardens since the amount of space has little to do with attractiveness. Garden areas within these parks could vary in scale relative to the size of the park, but will often be in the range of 100 sq. metres to 400 sq. metres. Because these spaces are quite expensive to develop and maintain, they should be used sparingly and strategically in areas with the broadest exposure and highest traffic. Local businesses should be encouraged to develop decorative areas and floral displays around their buildings and parking areas. The City should consider participating in a national program such as Communities in Bloom, which would contribute to city beautification, as well as pride and ownership in the City.

Recommendation #35

The City should participate in a program such as Communities in Bloom.

Recommendation #36

The City should also work with local horticultural groups to further explore ways of utilizing its landscaped garden areas more effectively as vehicles for general education, skill development and interpretive programs.

Another example of a City Recreation Park would be one that features a heritage element, such as Battlefield or Dundurn Parks. These specific types of City Recreation Parks will have specialized maintenance requirements.

Nine of the City Recreation Parks sites were identified as heritage sites, the most prominent being Battlefield and Dundurn Parks, each of which is approximately 12.5ha. Dundurn Park has been designated a National Historic Site and a Nationally Significant Landscape. Battlefield and Whitehern Parks have also been designated as National Historic Sites. The other City Heritage Parks are Cenotaph Park, Glen Manor, Harvey, Town Square, and Whitehern. In addition to City maintained sites, the City of Hamilton owns Westfield Heritage Centre (132 ha), operated under contract by the Hamilton Conservation Authority.

Recommendation #37

The City should adopt the historic standard (for Development Charge By-law analysis) and a standard for optimum future supply of City level Recreation Parks of 1 ha per 1000 population

Recommendation #38

The City should adopt the list of components and the related qualitative guidelines recommended for City level Recreation Parks, as a basis for planning, providing and maintaining in the future.

Two of these sites were identified as waterfront parks maintained by the City – Bayfront and Pier 4 Parks. These two sites have a total area of 21.72 hectares. If Confederation Park is included (owned by the City but operated by the Hamilton Conservation Authority), the total area of waterfront parks increases to 104.72 hectares. Based on the 3 sites, Hamilton's present service level waterfront City Recreation Parks is .21 hectares per 1000 residents.

While the historic level of provision may have been appropriate in the past, residents clearly indicated their support for significant increases in access to the waterfront in the future. Therefore, the recommended standard of City Recreation Parks would be twice the current level of provision for waterfront parks. One existing opportunity would be to develop the existing City owned 6.9-hectare parcel on Beach Boulevard, know as the Beach Strip Open Space.

Recommendation #39

The City should increase its provision standard for waterfront parks from an historical standard of .21 ha per 1000 population to .4 ha per 1000 population.

Recommendation #40

Furthermore the City should aggressively pursue all opportunities to acquire additional public access to the waterfront in the future and to develop existing parcels of City owned waterfront open space.

Recommendation #41

Furthermore, the City should negotiate public access along the waterfront over privately held property (i.e. purchase of public rights of way or leases of rights of way) even when the land cannot be acquired.

The City greenhouse operations, in excess of 28,500 square feet, produce 500,000 seedlings annually and attract an estimated 30,000 visitors annually. Given the number of visits, the greenhouses offer an important leisure opportunity for area residents. However, its operation may be more cost effective under private sector management. The City should explore alternative service delivery opportunities for the greenhouses that would maintain the same degree of public access. It is now uncommon for municipalities to operate their own greenhouses in Ontario.

Recommendation #42

The City should review the effectiveness of its greenhouse operation in light of current private sector ability to supply all forms of flora materials the City may wish to plant each year.

City Natural

In natural parks, the protection of natural flora, fauna, ecosystems and views take precedence over recreational activity. Such designation is intended to ensure protective strategies and minimize human use to casual walking, hiking, canoeing or possibly cycling. These areas are ecologically unique to an area and provide a marked contrast to the developed urban form. City Natural Parks provide a special opportunity to preserve and enjoy an area of significant beauty.

Development is limited to that which is necessary to provide safety and protection and to support informal outdoor activities but should also include some interpretive areas or signage. Components of the site should include the following:

- Perimeter parking and access
- Park signage
- Self guiding interpretive trails
- One or more recreation nodes with picnic shelter, tables and garbage cans
- Rest stop bench along trails
- Fencing adjacent to any potential vehicle access points or protected habitat areas.
- Nature centre with washrooms
- Viewpoint
- Bridges
- Natural vegetation
- Drinking fountains

Users will typically access these areas by private vehicle or bicycle, along a larger trail system. Duration of use will often extend to half-day or full day stays.

The location and size is dependent upon the resource base rather than any planning standard. Boundary delineation should encompass not only the natural area but also a sufficient buffer zone and staging area for access, parking and public services.

The sensitivity of natural areas requires that measures be taken to negate potential impacts from activities such as land redevelopment, all terrain vehicles, encroachment and illegal dumping. This may require approval of by-laws and policies governing use, management and protection of that site.

Appropriate maintenance standards and policies for land use management will be required. It is important that a clear distinction be made between maintenance requirements for natural areas as compared to intensive use recreation parks. Maintenance for natural areas is kept to the minimum necessary to allow use in a controlled fashion.

The City presently has 32 sites identified as City Natural parks, with the largest being the Escarpment, Red Hill Valley and King's Forest Parks. With a total area of 548.9 hectares, the current service level for this category of park is 1.12 hectares per 1000 residents. While there is little evidence to confirm or adjust this standard, it is clearly the historic standard for DC analysis, and should be used for creating the new DC by-law in order to ensure funding of acquisition and protection of natural open space. However, there is no clear basis for setting this as a future standard, as the need for protecting and rehabilitating natural open space is not connected to growth. In other words, just because more people move into Hamilton, it does not create a need to protect more open space. Instead, natural open space protection relates more to what needs to be protected, than the number of nearby residents. Accordingly, no standard is recommended for future acquistion of this type of open space.

Recommendation #43

The City should adopt a standard based on the historic provision of City Natural Parkland of 1.1 ha per 1000 population and use this in Development Charge By-Law analysis.

Recommendation #44

The City should adopt the list of components and the related qualitative guidelines recommended for City level Natural Parkland as a basis for planning, providing and maintaining City level Natural Parkland in the future.

The City of Hamilton has a significant partnership with the Hamilton Conservation Authority. In fact, separate agreements exist for the operation of Confederation Park, Westfield Heritage Village and other City owned properties, while Griffin House is an HCA property operated by the City. A single, blanket agreement should be established to reflect all properties involved and define the roles and responsibilities of each partner. The financial elements of the partnership could also be rationalized in light of the level of annual funding given by the City to the HCA, as well as the revenue opportunities attached to each site.

Recommendation #45

The City should initiate a review of all aspects of its partnership with the Hamilton Conservation Authority in order to rationalize, optimize and streamline the operation of public open space opportunities managed by the Authority, under contract with the City.

City Linear Corridors

Linear linkages are trails or corridors of open space designed to facilitate easy access between major recreation sites and other important community facilities. They might also protect some natural feature, which is linear in nature, such as a watercourse or a ravine.

They should be restricted to non-motorized vehicle use (with the exception of allowing motorized wheelchairs). Residents should be able to easily walk or cycle within their community in a relatively safe and enjoyable environment, and can be able to easily access the City trail system to get to major park sites.

The main parts of the trail system will consist of hard surfaced walkways, suitable for non-motorized wheel vehicles such as strollers, bicycles, wagons and wheelchairs. Some sections, primarily within parks, will be composed of soft surfaced walkways (e.g. bark mulch or aggregate).

VISION 2020 states that in order to create a healthier community, the City's transportation infrastructure should include non-vehicular opportunities that encourage walking, cycling and transit use. The consultants endorse this view of linear bikeways/ trails as an important part of Hamilton's transportation infrastructure. This might result in access to funding opportunities such as the Federal Green Municipal Fund.

Typical components of a linear park-trail system include:

- 4-8 metre right-of-way with 2-6 metre wide trails
- Asphalt or limestone surface with benches/ garbage cans
- Rest stops
- Interpretive nodes and points of interest
- Benches, comfort stations, bike stands strategically placed
- Viewpoints, where applicable
- Trail head parking areas
- Signs for direction, information and interpretation

These sites often make connections within the City. Local people would use these corridors for fitness, relaxation or respite from urban form. No quantitative standard is appropriate, as each community will have varying amounts of natural features that require protection and varying needs for people movement. They should be comprehensively signed to provide information, direction and interpretation.

Twenty-seven links/trails were identified as City Linear, and the Community Guide states that the City has 137km of trails. All links/ trails within the City have been identified as City level.

Recommendation #46

City staff should determine the historic provision standard for City Linear Corridors, based on the current inventory, and adopt that standard for Development Charge By-law analysis.

Recommendation #47

The City should also adopt the above described list of components for typical City level Linear Corridors, and the related qualitative guidelines as a basis for planning, providing and maintaining City Linear Corridors in the future.

When planning parks and open space, it will be important to ensure collaboration between the two departments dealing with the management of non-motorized trails. On road cycling lanes are planned under the City's transportation function, while off-road trails fall to the parks division. A coordinated strategy that integrates both into a single network will provide maximum benefit to local residents.

Shorter length trails or paths connecting neighbourhood parks and facilities are part of the citywide network. They include pedestrian walkways.

Pedestrian linkages are a critical element in the planning of Neighbourhood Parks. Direct access to Neighbourhood Parks must be provided to all residents by way of sidewalks, pedestrian walkways, on-road cycling lanes and use of utility corridors, as referred to in the Strategic Directions in Section 5.

Recommendation #48

Although there is no quantitative standard, the City should provide pedestrian linkages between and to existing Neighbourhood Parks, wherever feasible.

Recommendation #49

When planning new Neighbourhood Parks, the City should require pedestrian linkages as a minimum standard.

Recommendation #50

The City should establish and define minimum standards governing pedestrian linkages, to include width of pathways, buffer to adjacent residences, surface types and other components.

Hamilton is one of the communities benefiting from the Waterfront Regeneration Trust Fund, which is rehabilitating the shoreline of Lake Ontario from Kingston to Niagara-On-The –Lake.

Recommendation #51

The City should actively support and promote the efforts of the Waterfront Regeneration Trust Fund.

Although they do not represent a separate type of park, there are a few special purpose sites that need to be dealt with individually, with little or nothing in the way of guidelines and standards. Each requires its own review and recommendation.

Three City special purpose areas have been identified, including the two golf courses (one with a ski hill) and Binbrook Fairgrounds. The total area of the three sites is almost 212 hectares. Golf course operations are very specialized and should be undertaken by a group which adopts this as their core business. Also, there is relatively little public good that accrues from the operation of a golf course in relation to most other types of parkland and public open spaces. In other words, a much higher proportion of the benefits of a golf course accrue to the users than the general public, more so than other types of public open space. The two golf courses run by the City are an ideal candidate for operation by a group of users or by a private golf course operator.

Recommendation #52

The City should contract out the operation of the golf courses to a non-profit or private group with expertise in golf course management. The contract should ensure that any public goods currently being achieved continue to be realized.

One of the two City operated golf courses (Chedoke), also has a City owned and operated ski hill. This facility has been the subject of a recent consultant's report and review by staff. It has been excluded from the recommendation to contract out the golf courses because of this independent review and given the significant differences in the profile of the ski hill users (including several special needs groups). The consultants do recommend, however, that future decisions on the Chedoke Winter Sports Park be guided by the decision-making framework contained in this Master Plan.

7.2.2 District Level Open Space

The District Site provides opportunities for athletic play and informal recreation to residents from surrounding neighbourhoods. This includes senior level league sports, informal and family recreation, and community facilities such as swimming pools, meeting halls, and community centres.

District Athletic

Although neighbourhood parks will accommodate some informal outdoor sport as well as practice areas for organized sports, most league games and some lower level special events will be accommodated in major athletic parks located within each community or district. Residents of the areas may have to use district level athletic parks outside of their neighbourhood, but they should have access to a high level of athletic fields, diamonds, courts and pitches within their district.

Ideally, in each district, outdoor sport should be centralized on as few sites as possible, as these sites are subject to economies of scale. The district athletic parks should also be located adjacent to the larger secondary school sites where possible, as the parking and facility support elements on these sites will serve the community uses during out of school hours.

High quality fields, diamonds, courts and pitches would be provided. Any artificial or all weather surfaced fields would be provided at these sites. Some spectator support amenities would also be provided.

The athletic play area should feature high quality sports fields, with the necessary ancillary facilities (e.g. washrooms, change rooms, bleachers, parking area). Uses include adult and advanced junior and senior league play for practices, games, tournaments and clinics.

District Athletic Parks would generally be larger parks (up to 10 hectares in size) and typically be made up of 4-6 sports fields. Unlike City level Athletic Parks, these could offer a mix of sports field types. Typical components of a district athletic park would include a combination of:

- 4 senior soccer
- 2 junior soccer
- 2 softball (adult)
- 2 baseball
- 1 football field
- 2 senior tennis courts
- Fitness trail (optional)

The City currently has 21 sites designated as District Athletic Parks. The largest of these are Valley, Rosedale, Kay Drage and T.B. McQuesten Community Parks. Total area for the 21 sites is 149.34 hectares, providing a service level of .3 hectares per 1000 population.

Recommendation #53

The City should adopt a standard for District level Athletic Parks of .3 ha per 1000 residents as both a historic standard (for DC analysis) and for optimum future provisions.

Recommendation #54

The City should also adopt the above described list of components for a typical District level Athletic Park, and the related qualitative guidelines, as a basis for planning, providing and maintaining District level Athletic Parks in the future.

Recommendation #55

The total sports field inventory in Hamilton is adequate but the City needs to convert a number of ball diamonds to soccer fields. A sports field study is needed in order to determine the most suitable sites for conversion.

Recommendation #56

The City should ensure that the scheduling of all District level sports fields considers the input of Parks staff in order to permit a rotating system for resting fields and an ongoing repair/ maintenance program.

District Youth Parks

The purpose of District Youth Parks is to provide outdoor active space designed specifically for youth.

Typical components of a district youth park might include:

- Skateboard facilities
- Basketball courts
- Beach volleyball courts
- Low climbing walls
- Graffiti walls
- Garbage cans
- Seating area
- Lights
- Paved Walkways

Recommendation #57

The City should provide a minimum of one 2-hectare Youth Park per District (100,000) population.

Recommendation #58

The City should also adopt the described list of components for a typical District Youth Park and the related qualitative guidelines, as a basis for planning, providing and maintaining District level Youth Parks in the future.

7.2.3 Neighbourhood Level Open Space

Neighbourhood Park

Neighbourhood Parks act, in part, as a replacement for private open space, and in part as a social and recreational focal point for collective neighbourhood activities. They provide a broad range of recreation opportunities for the entire neighbourhood. Wherever possible, neighbourhood level open space should be centralized into one large neighbourhood park site adjacent to and planned as part of the elementary school(s) that serve the neighbourhood, to allow for more flexible use of both types of spaces. However, this may not always be possible.

In terms of acting as a replacement for private open space, they provide opportunities for families to engage in activities that they would do in their own yards if they were sufficiently large. In that respect, their size and the components in them should vary somewhat with the density of the neighbourhoods.

In terms of acting as a neighbourhood visual and social focal point, they need to contain at least a minimum size in order to serve this function.

Also, because the local school acts as a focal point of neighbourhood identity and activity, neighbourhood parks should be located adjacent to, and integrated with, the neighbourhood school. Therefore, all neighbourhood park sites should have some group play elements and aesthetic features, and should be extended in size to include some family activity areas in proportion to the average density of the neighbourhoods.

The school building and adjacent parking will not be considered as part of the site for purposes of developing an open space standard. Only that portion of the school grounds and contiguous neighbourhood park which provides for functional recreation opportunities will be taken into account. Components of the neighbourhood park should include:

- 2 junior softball/ T-ball diamonds
- 1 junior soccer pitch
- 2 neighbourhood tennis courts
- 1 asphalt play surface
- Park benches
- Picnic tables
- Water fountain (optional)
- Creative play area
- Traditional play area
- Passive park turf as indicated
- Bicycle stands as required
- Garbage cans as required
- Hard surface trail as appropriate
- Perimeter fencing as required
- Parking restricted to school area
- A park sign
- Light standards for security
- Cleared underbrush area
- Minimal amount of natural vegetation area, if applicable

Neighbourhood Parks should generally be within a 400 to 500 meter service radius of all residents of the neighbourhood and should be mostly accessible without a vehicle (i.e. walking or cycling). Higher density neighbourhoods (e.g. Riverdale) should have Neighbourhood level Parks within 400m or less of all residents. Lower density suburban neighbourhoods may have a service radius of up to 1000 m.

Use of Neighbourhood Parks will typically be for short durations by school children during school hours and by the entire neighbourhood evenings and weekends. Because of the short duration of use and the proximity of users, washrooms and water fountains most likely do not need to be provided.

In rural areas the minimum size of the Neighbourhood Park site should be about 1.5 hectares. In most urban areas the minimum size should be about 2.5 hectares and some, in high-density areas, may be larger. They should have a maximum amount of street frontage to encourage access and use.

Park lighting is designed for safety and security, not for playfields. Preferably, the school should be located along collector frontage and should accommodate all necessary parking and access for park use.

Playfields should not be used for adult or senior level competitive play but are designed for school use, junior leagues, practices and neighbourhood use. Playfields should not be booked on weekends, but should be reserved for informal use by local residents. Design for recreation use should be sensitive to the changing needs of the neighbourhood as it grows and the population matures.

The site should, as far as is reasonably possible, be rectangular in shape and be relatively flat for 80% of the surface area. The perimeter of the site should be landscaped with at least 15-20% of the site retained as a recreation park with informal and passive recreation opportunities. Where Neighbourhood Parks are bordered by residences, steps may be required to fence off park activities from nearby homes. This may be done by landscaping, plantings, and limiting hours of formal playfield use. The site should be linked to other recreation nodes by an on-street/off-street pathway system.

The City's current inventory includes 299 Neighbourhood level Parks, totaling 476.8 hectares. This translates to an existing service level of .97hectares per 1000 residents.

Recommendation #59

The City should maintain its current standard for Neighbourhood Parks of 1 hectare per 1000 population

Although the average size of Neighbourhood Parks in Hamilton is close to 2 hectares, many Neighbourhood Parks in older parts of the City are less than .5 hectares in size.

Recommendation #60

The City should assess the availability of Neighbourhood Parks in high-density neighbourhoods, and where necessary, acquire additional parkland to address the issue of insufficient parks in older parts of the City.

Recommendation #61

The City should adopt the above list of components for a typical Neighbourhood Park, and the related qualitative guidelines as a basis for planning, providing and maintaining Neighbourhood Parks in the future.

Some sports fields, play areas or other outdoor amenities have been developed on school properties with municipal support, and in some cases the City provides maintenance as well as scheduling of sports fields for community use. The City should consider this type of partnership in the future where benefits accrue to both school-based and community-based programs. Existing arrangements should be reviewed and formalized.

Recommendation #62

The City should develop new agreements with local school boards for the construction and/ or maintenance of sports fields, playstructures or other outdoor amentities available to the community but located on school property.

The former City of Hamilton established Neighbourhood Park committees that planned and organized special events, undertook fundraising to improve play equipment, and provided input to the City in the redevelopment of their parks. In some instances, these committees received small grants from the City to assist with special events and local programming. Many of these committees still exist today (e.g. Gourley Park and St. Claire Park Committees) and are uncertain about the role in the new City.

Recommendation #63

The City should clarify the roles and responsibilities of Neighbourhood Park Committees, and the level of support they will receive in the future.

Neighbourhood tot lots and play areas act almost exclusively as a replacement for private open space in high-density neighbourhoods. These very small sites augment the neighbourhood park/school site in order to provide better access for residents who are not within easy access of these areas.

Sometimes they will be provided by and become the responsibility of developers of medium or high-density residential areas, and sometimes they will be publicly owned and maintained. Because of their limited use and high maintenance costs, there should be a minimum of such sites. They should be provided only in exceptional circumstances where the neighbourhood park/school site will clearly not serve the needs of the entire neighbourhood. Any public sector provision of such sites should come out of the quantitative standards for the provision of all neighbourhood open space described above. The properties triggering the need for this level of park finance the cost of providing it.

A typical tot lot should be designed with the following facilities:
- Creative play area
- Traditional play area
- Picnic table
- Park benches (2)
- Garbage can
- Some passive park turf
- Bollard fence
- Hard surfaced trail as required
- 1 park sign
- 1 light standard

Tot lots are not generally recommended within the overall planning guidelines for a number of reasons. They are so small that they accommodate only a very small portion of people's needs, and due to limited space, they often cater to very focused age groups (i.e. 2-4 year olds or 5-7 year olds but not both). Because a large portion of maintenance costs are fixed, these small sites cost more per hectare to maintain than larger sites (i.e. maintenance crews can spend more time loading and unloading a lawn mower at a tot lot than they do cutting grass). There is only a brief 2-3 year window in which children are not in a position to access a neighbourhood park.

They should be provided where a significant number of families live in high density housing which offers little in the way of private yards. In these cases, tot lots should be provided out of the 1-hectare per thousand standard that applies at the neighbourhood level. However, within that standard, tot lots should never be created on sites less than .25 hectares.

There are a number of design guidelines that should be met where totlots are provided. The park site should be relatively flat with an area of cleared turf for active play and forested area (cleared underbrush) for passive activity. Sites should be located in the heart of the subdivision directly accessible by bicycle, walking, and should not be subject to frequent vehicular traffic. No more than 20% of the park area should be adjacent to residential streets, and children should not have to cross primary or secondary collector roads to gain park access. Where possible, tot lots should be linked into a neighbourhood pathway/bikeway system. Finally, design consideration should be given to special needs of the physically disabled, including curb access ramps and play equipment.

The City presently has 50 Neighbourhood tot lots, totaling 5.79 hectares, which have been included in the listing of Neighbourhood Parks.

Recommendation #64

The City should provide for the development of tot lots only in exceptional circumstances.

Recommendation #65

Where tot lots are deemed necessary (i.e. in high density neighbourhoods), their minimum size should be .25 ha.

7.2.4 Naturalization

Naturalization of parks and open space decreases the proportion of space dedicated to turf and increases areas of wildflower or undergrowth, resulting in minimal maintenance requirements. The point of naturalization is to only develop active turf where it is needed, and to increase the ecological benefits of lower maintenance areas.

Naturalization of Existing Sites
Naturalization of existing sites is needed in order to renew the ecology and to reduce operating costs. It is possible to accomplish without jeopardizing the safety or the functionality of the setting. The City should develop the guidelines as a first step. For existing parks over 2 hectares, each should eventually be put through the filtering process of guidelines. This will identify candidate areas within existing parks that can be put on a list for further public involvement and eventual capital project budgeting, or simply implemented, depending on the magnitude of the project.

Naturalization of New Sites
The City should not develop new areas without first applying a set of guidelines that determine the minimum amount that needs to be developed. That is, the City many only need to develop a certain percentage, and the rest remains naturalized (this requires planning before the site is developed and the dedication is accepted).

Recommendation #66

The City should establish a naturalization program, with guidelines, covering new and existing sites, and then use the guidelines to review opportunities for naturalization in existing parks.

7.3 Culture and Recreation Facilities

The city currently has a number of culture and recreation facilities that operate at the City/Regional level including the Art Gallery of Hamilton, Copps Colliseum, Ivor Wynne Stadium, the Ronald V. Joyce Centre for the Performing Arts, all 7 City owned museums, and McMaster's Aquatic Centre.

The City also has many facilities that operate at the Neighbourhood level. These include almost all of the city's public swim pools, arenas, community centres and a few other facilities like the Dundas Theatre.

There are very few culture and recreation facilities that currently operate primarily at the District level. While some of the larger neighbourhood facilities like the Chedoke Twin Pad Arena serve more than the immediate Neighbourhood, most were originally conceived and initially operated with the immediate market of 20,000 nearby residents in mind.

As Strategic Direction #10 stipulates, at least some of the facilities that currently operate at the Community and Neighbourhood levels should be shifted in focus to provide service at the District level. This will not only be economical, but will also provide a higher level of service. The challenge will be to ensure that the resulting shift in focus will still provide a high level of geographic access to city residents. In order to implement this shift in focus from Community to District level of service, the concept of a District Recreation Centre is introduced.

The need for suitable zoning of public land for recreation and cultural facilities was identified during the preparation of this Master Plan. The future development of a new Zoning By-law for the City of Hamilton will provide an opportunity to formally establish suitable zoning designations for City parkland that permit this type of land use. In cases where recreation or cultural facilities already exist on parkland, the new designation will clarify the City's intent that such uses of parkland are suitable and permitted.

Recommendation #67

The City should permit the development of recreation and culture facilities on any park type except Natural and Linear Parks, and the zoning should allow for recreation or cultural facilities as an acceptable use.

7.3.1 City Wide Facilities

The City has invested in a wide variety of major indoor recreation and cultural facilities which have been conceived and currently operate within a City/Regional marketplace. These include:

- Ivor Wynne Stadium

- Art Gallery of Hamilton
- Hamilton Library Main Branch (note: libraries are outside the scope of this study)
- Ronald V. Joyce Centre for the Performing Arts
- Copps Colliseum
- All seven City run museums

In addition to the city owned facilities there are other facilities that operate within a City/Regional marketplace. They include:

- McMasters Aquatic Centre
- Theatre Aquarius
- CFL Hall of Fame

The above facilities generally serve the City well and operate at the most appropriate level. They are viable at this level and provide the kinds of services which are necessary to foster a "sense of community" as referred to in Section 5 and provide a connection to the community. They are also well positioned to meet many of the Service Objectives listed in Section 4. While some require additional investment over time, they should generally continue to operate as they do now and are necessary to continue to serve the mandates they have in the past. Rather than changing any of the facilities fundamentally, the focus should be on ensuring they continue as is. That will require some reinvestment and may also include some alternative means of operating the facilities if the opportunity arises. However, it will not change the type or number of facilities that are needed at this level.

Recommendation #68

The City should monitor and invest in existing Citywide facilities to the extent necessary to ensure they continue to respond to the mandate they currently have, and implement any alternative forms of operation that will protect the public interest and allow the facilities to more effectively do what they do now.

One particular deficiency noted by the consultants was the lack of adequate storage space for the City's extensive collection of heritage artifacts. At present these are stored in a variety of locations, none of which affords appropriate security or climatic conditions. Appropriate public access and interpretation should be a consideration in planning such space.

Recommendation #69

A suitable dedicated storage area should be developed for the City's collection of historical artifacts.

Public art can take many forms. In the strictest sense, public art encompasses creations commissioned by the public, not for profit, or private sectors, and created by professional artists who are recognized as such by their peers. Community art, on the other hand, is conceived by groups or residents working or living in a community, and is created by those groups or residents under the guidance of a professional artist. Public and community art can take the form of street banners, sculptures, and murals; and is often found in municipal infrastructure such as tree grates, kiosks, manhole covers, paving, mosaics, and benches. There is little public art in the City of Hamilton at present. The Public Art Policy of the former City of Hamilton could be the basis for a new Policy, but it requires a review and update.

Recommendation #70

The City should work with the cultural community, the private sector, and residents-at-large to develop a new Public Art policy and program

Public Art, or art in public places, has a remarkable ability to heighten public awareness of and interest in the visual arts in a community. Public art can exist on public property (such as squares, parks, or within or outside public buildings) or on private property that is physically or visually accessible to the public (such as the foyers of office buildings or on the outside walls of private buildings). It may be created by outstanding local or non-local artists, or by community members working in concert with professional artists (in which case it has the capacity to build individual skill sets, a sense of ownership, and pride in the community and its accomplishments, as well as the capacity to beautify the community and to create a sense of place).

As part of the leadership required to ensure that art in public places is given a sufficiently high priority, the City should adopt a policy which provides funding for art within new public buildings.

Recommendation #71

The City should adopt a policy of requiring 1% of the capital budget for all new public buildings and parks within the City to be designated for the acquisition and display of public art.

7.3.2 District Level Facilities

There are relatively few facilities which currently operate within a District market place. In the consultants' opinion, more should be provided at this level as the 100,000 residents in each District constitute a market size for viably providing a broader range and higher quality of service than is available if facilities are offered at either the community level (of 20,000 residents) or the city wide level (of 500,000 residents). Facilities at this level can also be more sustainable, as the tax base at this level is broader and therefore more adequate to support the development and operation of facilities.

Recommendation #72

Many of the facilities that are currently provided at the Community level should be shifted to the District level of provision.

While this shift will take literally decades, much progress can be made over the next ten years to better serve city residents in a more sustainable way.

7.3.2.1 District Recreation Centres

A District Recreation Centre is a complex of related cultural and recreational spaces built on one site that serves a wide range of needs and uses, and serves a primary market of approximately 100,000 residents. Because this plan is meant to position the city well for the future, 6 District Recreation Centres (DRC) are envisioned, each evolving to serve about one sixth of a city which will be growing to 600,000 residents over the next 15-25 years.

While it may be possible to describe a prototype DRC, each will be somewhat unique in order to provide the flexibility to respond to the unique needs of each District. Therefore all might have relatively equal levels of service but they will not all be exactly the same. Also, at times, their market will shift. The primary market will be the closest 80-100,000 residents. However, because they are different, they will attract users from all over the city for specific events and programs.

A typical DRC might have a range of facilities including:

- Aquatics (e.g. a teaching, fitness, recreational pool)
- Ice (e.g. two regulation sheets of ice, or, a regulation arena supplemented by a leisure ice pad)
- Large clear span flexihall (e.g. gym, social hall, or large multipurpose room)
- Multipurpose rooms (varying in size and finishings to be useful for different activities)
- Pre-school program area or indoor playground
- Youth area or dedicated teen centre
- Senior's lounge or a social lounge area
- Fitness studio (i.e. strength, cardio or both)
- Arts and crafts studios (could be accommodated in multipurpose spaces or in separate dedicated spaces)

In addition, some might have more specialized spaces like a District level performing arts theatre, or a climbing wall. In an ideal situation, there would also be a variety of outdoor spaces which might include a youth park, access to some nearby trails, some District level sports fields, diamonds, courts or pitches, and a playground.

Initially, there might be four or five such DRC's designated in Hamilton. Eventually, there might be 6 or more as the population grows. Once designated, any District level facilities that might be planned for a District would first be considered as an addition to the facilities on the site. Only if there were extenuating reasons why they should not be located on the DRC site would they be located elsewhere. For example, if there were already a high quality arena on a different site in the District, in the first half of its lifespan, and that site was quite large, a new arena might be considered on a site different from the DRC.

DRC sites should ideally be large, publicly owned, centrally located within the District, and already have a base of high quality spaces on the site, which would have the potential for additional spaces in an evolving complex. District Recreation Centres may be located on parkland (see Section 7.2) but may also be on non-parkland on sites that are suitably zoned (permitting public and institutional use). Good candidates for DRC sites at present include:

- Valley Park Recreation Centre - serving the southeastern District of the City this facility has Hamilton's largest and busiest indoor pool as well as an arena, library and small gym. Its site would support expansion in the future.
- Ancaster Recreation Centre - serving the southwest District of the City, this modern and spacious facility has an arena, large gym, youth center and multi-purpose rooms. Sufficient land is available to add a second ice surface along with other amenities. The Ancaster aquatic center located across the road would be considered part of this DRC.
- North Wentworth Community Centre– located in the northwest District, a recent feasibility study showed the feasibility of adding 1 or 2 additional sheets of ice to the arena. This large site would accommodate a substantial expansion in the future.
- Flamborough YMCA – This one-year-old facility, located in the northwest District, has surpassed 5,000 memberships and is already planning an expansion to its pool area. It also features a fitness center. Its site is relatively small but a partnership with adjacent school properties could permit a substantial expansion to qualify as a DRC.
- Chedoke Arena site – located in the western escarpment District, this new twin-pad facility could be expanded if adjacent land is available once the proposed YWCA seniors' wellness center is built.
- South Mountain YMCA – to be located on Turner Park in the south District and scheduled to open in 2005, this new recreation facility is being developed as part of a complex that includes a police station, child care center and library. The YMCA is asking the City for capital funds to provide a larger pool. More culture and recreation amenities could be added, including an arena using the Calgary model examined by City staff.
- Connell Park – located close to the Turner park site in the south District, this site was assessed as a location for the proposed quad-pad. It is large, undeveloped and has no services available yet (sewer, etc). It is a suitable site for a DRC once infrastructure is in place, and should the South Mountain YMCA not evolve as this district's central facility.
- East Hamilton Kiwanis Boys and Girls Club – located in the eastern part of the core area, this facility is slated for a major renovation in 2002. The

potential exists for significant expansion by building on the adjacent (and underutilized) Steeles/Kiwanis Park. This option would require development of alternate green space nearby.

- Central YMCA – the existing facility on James Street in the downtown core is past its useful lifespan and is likely to be replaced within 5 to 10 years. Similar to the Flamborough and South Mountain sites, the YMCA would likely be asking the City to provide a suitable parcel of land and contribute capital funds towards the development of enhanced public facilities. Assuming that a large enough parcel of land was available in this area, the redevelopment of the Central Y is a suitable candidate for a DRC.
- Scott Park – centrally located in the core area, this site includes a vacant high school as well as aging indoor pool and arena. The land is mostly City-owned and the school has been declared surplus. Although the site is small and contains three ball diamonds that might have to be relocated, its central location makes it a prime candidate for a DRC serving a high-density area of Hamilton that is deficient in facilities.
- Community Park – located in the far east District of Hamilton (the former Stoney Creek core area) this site presently has Stoney Creek arena as well as a small community center/seniors club. The main building is old and in poor condition and needs to be replaced. The site is smaller than would ideally be required but is well located. It should be noted that the Stoney Creek Kiwanis Club is active in this area in providing programs for children and youth – this service club could be a suitable partner for the City in the future development of a District Recreation Center in this part of the City. An alternate location could be the vacant City-owned parcel of land at the corner of Highway 8 and Jones Road, which is currently used for garden plots and is not yet serviced by public transit.

DRC's will also have city facilities and services that are outside the realm of culture and recreation. Some DRC's might include a library, a community policing office, and other City services currently located on separate sites and called Municipal Service Centres.

While some of the DRC's may be City owned and operated, some may also be operated in a partnership with other agencies. The challenge in these cases will be the crafting of an operating agreement that protects the public interest and ensures accountability for achieving the various public goods that justify the City's involvement in the DRC in the first place.

Recommendation #73

It is recommended that the City locate and designate six or seven District Recreation Centre sites and set these sites as a preferred location for any new or redeveloped District level facilities in the future.

Recommendation #74

The City should limit the development of new District level facilities on sites other than designated District Recreation Centre sites, to exceptional circumstances.

Over the next ten years it is anticipated that a number of new spaces will be developed as additions to the existing spaces at the designated DRC sites, and that many of these will be developed through partnerships with public, non-profit or private agencies that are interested in and capable of partnering with the City on these projects. However, the DRCs will not be complete in ten years time, which is the horizon for this study. Indeed, they will continue to evolve over time.

Recommendation #75

The City should monitor and act upon opportunities for expanding District Recreation Centre sites to accommodate future facility development, as they arise.

In addition to the District level facilities that will be located in conjunction with the District Recreation Centres, there will likely be other facilities that continue to be offered at this level and a number that might be located on different sites within the District. In order to serve portions of a District that are not particularly well served by a DRC, or to maintain existing facilities that have an extensive functional lifespan, or to better serve parts of the city which are less mobile than others, or to utilize civic buildings that need to be maintained in the public realm (e.g. a heritage building) there may continue to be indoor pools, arenas, community centres and theatres on sites other than the DRC sites in some Districts.

7.3.2.2 Shifting Indoor Pools From Largely Community Level to Largely District Level

Hamilton presently operates 17 indoor pools, including the recently opened Riverdale facility. This represents an existing provision standard of 1 indoor pool per 28,823 residents. This is a very high provision standard. The average of the seven municipalities surveyed by the consultants was 1 indoor pool per 49,741 residents.

In addition to the more diverse aquatic facilities located at six proposed District Recreation Centres for the future, the City should also continue to maintain some of the existing smaller pools in the City. While the total number of pools would be lower than what exists at present (i.e. a standard closer to the average of Ontario urban centres) it would still ensure adequate geographic access to indoor aquatic services.

Ideally, other indoor pools not tied to District Recreation Centres would be large (3500 square feet of water surface area) and reasonably comprehensive in services (i.e. provide for fitness, water orientation, swimming, rehabilitation, socialization, training and fun). The location, size and condition of the City's current inventory of pools would determine which ones would be suitable to retain and upgrade. The downtown core and area to the west of it, which make up Wards 1 and 2, can be used to illustrate this point. At present this area is serviced by 4 Community level pools, Bennetto, Central Memorial, Ryerson and Dalewood. The area's population would be accommodated by one large District level indoor pool plus the pending offer by the City to acquire the former Bennetto school building. This second aquatic facility should be retained. The three pools would be phased out over time once the district level pool was built.

Recommendation #76

The City should evolve towards a provision standard of 1 more comprehensive indoor pool per 40,000 residents (at least one in each District Recreation Centre and six others).

Recommendation #77

The City should ensure that each of the City's twelve future indoor pools provide a variety of aquatic experiences in a high quality environment. Most new or renovated indoor pools should feature a leisure environment, including two tanks with different temperatures, outdoor sun decks and spray pads, concessions, and family change facilities.

Recommendation #78

The City should ensure that one of the six District Recreation Centres is a competitive level indoor pool facility, in addition to the McMaster University Aquatic Centre.

7.3.2.3 Shifting Outdoor Pools From Largely Community or Neighbourhood to Largely District Level

Outdoor pools typically operate for very short seasons and incur high operating costs. Hamilton's ten outdoor pools are generally in poor condition and past their useful lifespan. Repairing or replacing them would require a substantial investment. While there may be neighbourhood pressure to maintain or redevelop the City's outdoor pools, it is the consultant's view that they should be phased out. Many of the outdoor functions associated with these facilities could be accommodated using outdoor decks and other amenities adjacent to indoor pools. One or more of the larger, full-service outdoor pools that remain in good condition, or any that have been recently retrofitted, could be retained until they reach the end of their natural life.

Recommendation #79

The City should phase out most of it's inventory of ten outdoor pools, as they reach the end of their functional lifespan and replace some of the lost outdoor aquatic opportunities through the development of amenities adjacent to existing or new indoor pools.

7.3.2.4 *Shifting Arenas From Largely Community Level to Largely District Level*

Similarly, some of the City's 22 existing ice sheets would eventually be replaced with a comparable number of ice surfaces, many of which would be located in District Recreation Centres. Scott Park Arena, or the North Wentworth Arena would be examples of suitable sites for the addition of one or more additional ice surfaces in the event that these were not selected as sites for District Recreation Centres (Jimmy Thompson Pool at Scott Park would be replaced by the new District level pool). Other stand-alone arenas, like the one located in close proximity to the older Chedoke Twin Pad Arena (and possible future District Recreation Centre) would be phased out over time and not rebuilt.

Recommendation #80

The City should evolve its ice based leisure services towards fewer arena buildings with multiple sheets at each facility, to a provision standard of 1 ice surface per 25,000 residents, with a minimum of twelve ice surfaces being located in District Recreation Centres.

Recommendation #81

When developing new arenas, the City should ensure that such amenities as concessions, adequate change rooms, lobby areas, and small amounts of spectator seating be included.

The Consultants do not have a specific recommendation on the proposed new quad pad. While multiple sheets under one roof is consistent with the direction in this Master Plan, Mohawk Park is not designated as one of the sites for a District Recreation Centre.

Therefore, the quad pad would be consistent with the general direction of this Master Plan if:

- it is considered as one of the multi-pad arenas outside of the District Recreation Centres
- it is built with a commitment for a significant amount of general public access (i.e. public skating) as per Strategic Direction #7)
- it replaces at least one, and preferably two, existing older ice sheets closest to the end of their lifespan (consistent with Recommendation # 80 and Strategic Directions #11 and #12)

Recommendation #82

The City should proceed with the proposed quad pad and:

- ***commit to a significant amount of public skating times within the new facilility or additional public skating times at existing arenas, and,***
- ***use it as a replacement of two older single ice sheets.***

7.3.2.5 Shifting Community Centres From Largely Community Levels to Largely District Levels

As is the case with pools and arenas, most of the City's inventory of community centres is community based. Many of the existing community centres are older, and attached to primary schools, particularly in old Hamilton. The operation of these centres is not cost effective, nor can their limited size provide a diverse range of programs and opportunities.

Recommendation #83

The Cityshould phase out its inventory of smaller community based community centres, in favour of larger multi-purpose, full service community centres located in District Recreation Centres.

Recommendation #84

The City should look to community partners to assume the operation of community centres that act as a community hub, where there are no other facilities nearby.

7.3.2.6 Art Galleries

Over time there may be a case for development of purpose built art galleries at the District Level. However, this specialized space is relatively expensive to maintain because of specialized atmospheric controls. Therefore the consultants believe that any available resources for art galleries be focused at the City wide level to ensure that facilities at the City level are adequate and that the quality of them is appropriate to the need.

The consultants also believe that multipurpose spaces should be identified within civic spaces at the District level for the display of art. These are not so expensive to maintain and allow spaces to be used for more than one use. For example, art could be displayed within the foyer of civic buildings, within meeting rooms, in the vestibule of performing arts theatres, in temporarily unused public spaces or in non-permanent displays in multipurpose rooms. This approach of "taking art to where people are" instead of operating a purpose built gallery and attempting to attract people to it, is a more cost effective approach at the District level.

Recommendation #85

The City should adopt a policy of encouraging the display and exhibit of visual art within public spaces not necessarily dedicated as "art galleries" at the District level of service within the City.

7.3.2.7 Performing Arts Theatres

It is appropriate to supplement City level performing arts theatres with purpose built theatre spaces of a smaller scale at the District level. There are examples at present where facilities exist within the Districts and operate either at the District level or a combination of District and City levels. The Dundas Theatre is a good example of such a facility.

There is also some demand on the part of community based performing groups to develop and operate other facilities. For example, a group in Ancaster would like to develop a District scale theatre because of a lack of appropriately scaled facilities in the City for its use. The City could also attempt to formalize access to some churches for use by local performing arts groups.

However, there is no indication at present that the need is so strong for such facilities that each District should have one as a preferred standard. Indeed there is some excess capacity within all existing theatres in the City and any available resources should likely be focused in the short term on ensuring that existing facilities are meeting needs currently and for the long term future, and also used to match need with available excess capacity.

Recommendation #86

The City should respond on a case-by-case basis to requests for additional District level performing arts theatres using the cost benefit analysis and prioritizing process outlined in Section 4.

Recommendation #87

The City should also ensure that existing facilities (e.g. Dundas Theatre) are invested in to protect for long term functionality before it invests in any new publicly supported theatres.

7.3.2.8 Seniors Centres

There are two City operated seniors centres which exist at present with no clarity or equity of service throughout the City. For example, the Sackville Seniors Centre operates primarily at the citywide level, while the Main Hess Seniors Centre serves a relatively narrow neighbourhood in the core of the City.

In the long term future, as facilities and services appropriate for seniors are supplied at the District Recreation Centres in each District of the City, there will be more opportunities for seniors than currently exists in any dedicated free standing seniors centres. Therefore, the need for dedicated seniors facilities will diminish over time as the need is accommodated more cost effectively in the DRC's. By cost effectively, the consultants mean that a wider variety of spaces and services will be available to meet a wider variety of seniors needs at locations closer to them than a City level facility like the Sackville Seniors Centre. Although the Sackville Centre should likely remain in operation for the mid term future, the main focus on serving the growing number of seniors should be within evolving District Recreation Centres rather than in more dedicated seniors centres.

Recommendation #88

The City should focus any public resources available for serving seniors into its evolving District Recreation Centres rather than in freestanding dedicated seniors centres.

Dedicated seniors centres tend to be well used during a narrow range of weekday hours during which spaces in community centres and District Recreation Centres are underutilized. Also, to serve the service objective of integrating various community subgroups (see Section 4), it makes more sense to integrate all generations in a community rather than attempting to serve each separately. Therefore, in terms of making best use of limited available public resources, and achieving the service objectives already stated, the consultants believe that serving seniors within the realm of multipurpose District Recreation Centres in each District is more cost effective.

The third City owned Seniors Centre is the Ancaster Seniors Achievement Centre, operated by the City and managed by an independent board of directors. It is the consultants view that this operation represents good value and provides a high quality of service based on a history of autonomy. In light of the Strategic Direction referring to more services delivered through others, the Ancaster Centre remains a suitable arrangement in the short term.

Recommendation #89

The City should support the continued operation of the Ancaster Seniors Achievement Centre as an automous organization governed by its Board of Directors.

7.3.3 Community and Neighbourhood Facilities

At present, each community and each neighbourhood is relatively unique. There is no standardized or rationalized approach to the supply of culture or recreational facilities within the City. Some communities have community centres, some have arenas, some have swimming pools, and some have community halls. One thing that all neighbourhoods have is schools. However, the degree to which these schools are available for community use varies significantly from neighbourhood to neighbourhood. The consultants believe that there is sufficient variability within communities and neighbourhoods in the City that there is no single appropriate standard to meet the needs of all communities or neighbourhoods. Therefore, the most appropriate resolution to the supply of community and neighbourhood based facilities is for the City to provide a base level of support and to foster each community and neighbourhood to determine what is best for it and to apply its resources to developing facilities beyond that level.

What is clear is that major facilities like indoor arenas and swimming pools are not sustainable at the community or neighbourhood levels. Equally clear is that the local schools offer a base level of neighbourhood facility that can be utilized by local residents. The Halton Hills Region is an example of successful collaboration between municipal authorities and school boards and could be used as a model.

Recommendation #90

The City should work with the two local school boards to create an operating framework that maximizes local access to schools within each neighbourhood for activities, events and services.

Organizations like the Hamilton Basketball Association presently face the challenge of having to book gymnasium space through each individual school.

Recommendation #91

The City should ensure coordinated scheduling of school gymnasiums.

This is leadership that the City most certainly can exercise and would be a very appropriate role for it to play.

Recommendation #92

The City should work with local neighbourhood groups to identify their needs for neighbourhood facilities and to strategize on how to develop and operate them in the public interest.

7.4 Synthesis of Recommended Provision Levels and Standards

Figure Twenty-Six synthesizes the levels at which services and spaces should be provided, as well as standards and guidelines, where appropriate.

Figure Twenty-Six
Synthesis of Provision Levels and Standards

Type of Space or Service	Existing Supply	Recommended Standard of Provision	Guidelines and Comments
City Level of Service			
City Athletic Parks	13 .46 ha/1000	Same	Can accommodate organized league games and practices and organized sports activity with significant spectator appeal. Contains highest quality sports fields, diamonds, courts and pitches, suitable for tournaments and including amenities for spectator support.
City Recreation Parks	30 .95ha/ 1000	Same	Provides informal passive recreation with family appeal. Often featuring a central focus.
City Natural Parks	32 1.12 ha/ 1000	N/A	Protect and preserve or enhance whenever or wherever something needs to be protected.
City Linear Corridors	137 km 31 sites	Need more.	Designed to facilitate easy access between recreation sites and other community facilities. Also protects natural features that are linear in nature, such as ravines or watercourses.
Public Art Galleries	1 (Art Gallery of Hamilton)	1	May need investment to ensure maintenance of this standard.
Major Public Performing Arts Theatres	1 (Hamilton Place)	1	Maintain existing.
Museums and Historic Site	7	7	Requires investment to ensure maintenance of this standard.
Spectator Arena	1 (Copps Coliseum)	1	Maintain existing
Spectator Stadium	1 (Ivor Wynne Stadium)	1	Maintain existing.
Many programs	Numerous	Same as current	e.g. The Equestrian Association for the Disabled.
Special Events	Winona Peach Festival, World Cycling Championships)	A few more	Focus on adding more higher quality events along cultural or eco themes
District Level of Service			
District Athletic Parks	21 .3 ha/ 1000	Adequate quantity, but recommend a sports field study to determine which ball diamonds to convert to soccer fields.	Accommodates practice areas for organized sports, league games and some lower level special events.
District Youth Parks	1 (Beasley Skateboard Park)	1 per District	Provides outdoor active spaces designed specifically for youth.
Full Service Community Recreation Centres	3 (Ancaster, Valley Park, Flamborough Y)	1 per District	Replace ice and pools at neighbourhood level and relocate here.
Seniors Centres	5	Maintain existing.	Incorporate Seniors spaces into Recreation Centres in the future.

Type of Space or Service	Existing Supply	Recommended Standard of Provision	Guidelines and Comments
District Level of Service (continued)			
Indoor Swimming Pools	17 (Not including 6 operated by Y's, McMaster U. and Kiwanis Boys and Girls Club)	12 1/ 40,000 population.	Close the least viable and refocus on fewer, more comprehensive centres. One in each District Recreation Centre and a few others strategically located. Some should be leisure pools. There should be at least one competitive pool in addition to McMaster University.
Outdoor Swimming Pools	10	None	Incorporate outdoor decks at indoor pools to provide indoor/ outdoor aquatic experience. Convert some to spray pads. Gradually phase out as they come to the end of their functional lifespan.
Arenas	22 public sheets, or 1/ 22,500 pop'n	20 public sheets 1 sheet/ 25,000 pop'n	Fewer arena buildings with multiple sheets at each one. Perhaps as few as 10 locations, six of which would be in District Recreation Centres.
Theatres	Dundas and Binbrook Little Theatres	As needed, up to one per District	Some of the six Districts have theatres. Others may not. Each will reflect the needs of the District. Decisions will be made on a case-by-case basis.
Neighbourhood Level of Service			
Neighbourhood Park Site	299 .97/ 1000	1 ha/ 1000 (minimum 2 ha for high density areas)	Replace private open space and act as a social/ recreational focal point for collective neighbourhood activities.
Day Camps and Playground Programs			Maintain/ expand Supie program
School Spaces	196 schools	Same as is	Community use of schools must be maximized.
Community Halls	Sporadic and inconsistent	As needed	Varying standard on a case-by-case basis.
Youth Centres			Sometimes at Neighbourhood level, but more likely at District level.

7.5 Communications and Marketing

The City has rationalized communications and marketing efforts to the public into two primary vehicles, namely:

- the publication of the Community Guide which is a comprehensive listing of parks, culture and recreation services and opportunities that the City sponsors. It is made available broadly within the City for pick up and use.
- the inclusion of information on the City's website; especially information that applies more short term than that which goes into the Community Guide
- Publication of brochures for mass distribution (e.g. trails brochure and brochures advertising the museums)

In addition to the three primary vehicles, the City uses a number of secondary communications vehicles including posters at City facilities and schools, and newspaper advertising. Of course, information is also provided by staff in response to requests by phone or in-person.

The consultants believe that improvements are needed. Firstly, the content, presentation and distribution of the Community Guide needs to be improved. Balance of content needs to be reviewed (detailed listing of all swim lessons takes up a disproportionate amount of space), information about other non-city opportunities needs to be provided (the goal is maximizing resident benefit from all opportunities available to them, not selling its own services), include more information about the benefits of wise use of leisure time (i.e. the Service Objective titled Leisure Education in Section 5) and the effectiveness of the distribution of the pieces needs to be evaluated Also, residents need to easily get information about how to contact all the community service agencies operating in the region and providing parks, culture and recreation opportunities and services.

The consultants also believe that other vehicles need to be used and that more targeting of information is generally required instead of the omnibus "one size fits all" approach to the Guide. For example, such targeting should include response to the market segments that aren't comfortable in reading English.

Recommendation #93

The City should place more emphasis on its marketing and communication efforts to respond to the challenge that residents of the City don't always know what is available to them.

The City's communication with all the other providers of service is very much lacking at present. The City lacks a complete understanding of all the organizations that exist. Since many of them used to have a relationship with one of the municipalities that made up the City, they are often frustrated that the relationship no longer exists and a new one has not yet been developed. This needs to be remedied as soon as possible.

Recommendation #94

The City needs to identify and establish a relationship with other public, non-profit and even some private organizations which help to achieve many of the 23 Service Objectives listed in Section 4.

Working with and supporting these current and potential partners must be a more important part of what the City does. It is the basis for the Community Development approach which is one of the Strategic Directions. Departmental staff need to be tasked to establish a relationship with community groups and to foster an integrated city and partner approach to meeting the service objectives.

The City's heritage assets are currently underutilized. More coordinated marketing is needed to increase use of and benefit from these assets for both local residents and tourists. As a small example, the separate brochures available now for each of the museums should be packaged into a tour, including directions, so that as each person leaves one site, they know how to get to another. Such tours should be marketed through the local tour operators. Staff in the Culture and Recreation Division need to be tasked to partner with the tourist industry to achieve this end.

Recommendation #95

The City should put more emphasis on coordinated marketing of all its heritage assets.

7.6 Management Information System

The fact that the City is composed of 6 original municipalities imposes a special burden on the organization to rationalize and synthesize its approaches into workable new systems and effective new services. Initially, the organization has necessarily focused on "getting the job done" and not on building cohesive management information systems. This is the next major challenge.

The city needs to focus on a more complete and accurate system of collecting and using information to make better decisions.

Such information must include:

- Inventories of physical assets – while high level information is available (E.g. number of ball diamonds) (E.g. a qualitative assessment and designation of ball diamonds)
- Usage data – again, some information is available (e.g. number of museum visits, or hours of ice time used) but others is not (number of swims in city pools)
- Financial data (it is almost impossible under the current situation to determine what swim pools cost to operate and how that relates to revenue – the same is true of arenas and sports fields) This is because accounts often overlap or aren't detailed enough (e.g. direct costs of sports fields are available, but not "overhead" costs which are associated with them that include management or booking costs)
- Benefits – almost no data is collected on the real benefits of each service – the city may know how much use of a facility there is, but doesn't yet know what the impact of the facility is, which is the real "public good"

This point is not meant to assign blame to anyone in the organization. In fact, the problem is quite common among newly incorporated communities and is quite understandable. It is also clear that most information necessary to make decisions to date is available. However, at present, when information is necessary to make a decision, it has to be collected from source or estimated, and this takes a lot of wasted effort. The information should be available as part of a systematized approach to management information that will make decision making easier and less costly, and the results will be better decisions.

Also, steps need to be taken to measure baseline situations so that efforts to implement this Master Plan can be assessed. For example, direct measures or indicators that represent them should be made for each of the Strategic Directions so that in ten years time the City will better understand the impact of implementing any of the recommendations herein.

Recommendation #96

The City should develop and implement cohesive management information systems to support timely and effective decision-making regarding leisure services.

7.7 Program Delivery

This sub-section deals with programs and services offered not only by the City, but also by community partners. In the future, the City's approach should be to consider ALL programs and services available to residents, regardless of who is responsible for their delivery. In part this relates to other providers of leisure services. It is also important that residents have access to parks, culture and recreation services alongside programs available through the Social and Public Health Services Department or others, as they relate to healthy child development or youth at risk, for instance.

One example of this broad, multi-sectoral approach is the Ontario's Promise initiative. This new, non-partisan program involves organizations from all sectors working together for Ontario's kids. There is no doubt that municipal leadership and coordination of Ontario's Promise, as is the case with the City of St. Thomas, increases the involvement of corporations and non-profit agencies.

The new High Five program developed by Parks and Recreation Ontario is another example where the City of Hamilton can provide leadership. High Five emphasizes the importance of a safe, high-quality environment for children involved in recreation and sport. Local agencies like the YMCA and Kiwanis Boys and Girls Club are already members of High Five. The opportunity exists for the City to promote awareness of this program with local sports groups and other organizations involved in children's programs.

Recommendation #97

The City should promote and coordinate local involvement in broad-based programs such as Ontario's Promise and High Five, which focus on children.

Many of the recommendations are a result of the synthesis of the public input (Section 3) as well as the overview of the existing delivery system (Section 4).

The City provides arts programming through community centres, while a variety of community partners such as the Dundas Valley School of Art or Binbrook Little Theatre provide the majority of arts opportunities available to residents of Hamilton. The Hamilton Regional Arts Council is seeking more active support and involvement from the City as it assists community arts groups in delivering programs and services.

Recommendation #98

The City should become more actively involved with the Hamilton Regional Arts Council to strengthen its support to and coordination of arts groups' activities.

The Bay Area Arts and Heritage Stabilization Program was recently established to assist arts organizations to increase their capacity and organizational effectiveness. It has committed to provide 5-year "working capital" grants to the Hamilton Philharmonic Orchestra and Theatre Aquarius. The City also provides financial support to both organizations.

Recommendation #99

The City's Arts Advisory Commission should ensure a coordinated approach to funding of arts groups, in collaboration with the Bay Area Arts and Heritage Stabilization Program, the Hamilton Community Foundation and other funders.

The City of Hamilton's professional arts organizations are seeking assistance from the City to better coordinate the scheduling of performances and shows in order to minimize duplication and conflict and make best use of performance space.

Recommendation #100

The City should meet annually with arts organizations to provide leadership in the scheduling of performances and shows.

Use of the City's arenas and other culture and recreation facilities is governed by the Zero Tolerance Policy relating to the prevention of harassment and abuse of children. This is a best practice in Canada and should be continued.

Recommendation #101

The City should be proactive in implementing its' Zero Tolerance Policy preventing harassment and abuse of children in any culture and recreation facility or program.

City staff have been strong supporters of the Hamilton Community Sports Council and its efforts to revitalize the organization. In the future, the Sports Council may be in a position to provide most of the organizational, planning, coaching, and training coordination assistance needed by City sports groups.

Recommendation #102

The City should continue to work with the Hamilton Community Sports Council in their support to and coordination of local sports.

The former City of Hamilton adopted a Gender Equity Policy for users of its sports facilities. Girl's hockey associations do not believe that they currently have access to their fair share of ice time, and the Hamilton Women's Hockey League has all of its ice time at a privately operated arena.

Recommendation #103

The City should adopt a gender equity policy relating to the use of City sports facilities.

Programs for seniors are currently offered by the City, two YWCA centres, community based clubs and others.

Recommendation #104

The City should ensure a collaborative approach in offering programs and services to seniors.

The City of Hamilton has an impressive array of programs and services available for residents with special needs. At the moment, there is no City staff position designated as responsible for special needs. Input from user groups and service providers strongly indicated the need for this.

Recommendation #105

The City should identify a staff position allocated to the special needs population. The incumbant will work with community service providers and help build awareness of the programs and services available.

Many groups offering day programs for special needs residents use City recreation centres as their base of operations. They face issues around differing hours of access, cost of rentals and programs, and a varying degree of support from City staff from one facility to another.

Recommendation #106

The City should standardize and streamline use of City recreation facilities by special needs groups, in terms of facility program subsidies, hours of access, and support provided by City staff.

The 17 pools operated by the City are supplemented by 6 other indoor pools that are available for public use. The scheduling and use of all indoor pools for programs, swim club rentals and special events is not currently coordinated. As a result, some pools offer the same programs at the same time, rather than offering alternative options to residents.

Recommendation #107

The City should coordinate the scheduling of all indoor pools available to residents of the City, through the development of an aquatic plan, in order to provide maximum opportunities for residents to choose programs.

8. Implementation Plan

Figure Twenty Seven summarizes the recommendations for service improvements. It indicates which of the twenty-three service objectives listed in section 5.1 the recommendation is intended to achieve. It also shows which of the Strategic Directions the recommendation is intended to respond to.

Figure Twenty-Seven
Increased Service Levels by Service Objective Addressed

	Recommendation	Service Objectives Addressed	Strategic Directions Addressed
1	Adopt the Mission statement, two goals and twenty-three service objectives	All	All
2	Adopt the seven step Mandate	All	All
3	Adopt the three step benefits based approach for evaluation and setting/ achieving priorities	All	All
4	Adopt the four level service hierarchy	All	All
5	Identify and rationalize District boundaries for all City services.	9, 10, 12, 13, 14, 15, 16, 17, 18, 19	12, 13
6	Adopt the three modes of use	All	All
7	Endorse the fifteen Strategic Directions	All	All
8	Adopt City role and guidelines for service delivery.	All	All
9	Adopt six principles of public good, equity, sustainability, public involvement, public safety and accessibility	All	All
10	Complete inventory of community partner agreements		1, 2, 3, 4, 5, 6
11	Develop terms and conditions governing community partner agreements	1, 2	1, 2, 3, 4, 5, 6
12	Begin renewing outdated/ lapsed community partner agreements	1, 2	1, 2, 3, 4, 5, 6
13	Adopt a policy relating to the City's relationship with voluntary sector	All	1, 2, 4, 5, 6, 7, 8, 13
14	Define City's roles and responsibilities towards, and parameters for volunteers	1, 2, 4, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19	1, 2, 4, 5, 6, 13
15	Provide staff with training opportunities in community development	2	4, 5, 6
16	Establish an advisory committee to oversee and coordinate partnerships with the voluntary sector	2	5, 6
17	Provide stable grants to community partners	1, 2	2, 5, 6
18	Provide free meeting space to volunteer groups	2	5, 6
19	Establish a lifecycle reserve for facilities and parks	7, 8	2, 11
20	Approve a policy framework for acquisition of new parkland and natural areas.	6, 8, 20, 21	1, 2, 7, 14, 15
21	Rationalize Development Charge By-laws	6,7,8	1, 2, 11, 12, 14, 15
22	Develop clear standards for each type of basic facility	2, 3, 4	1, 2, 11, 12
23	Approve a minor capital cost-sharing program and system of prioritization.	1, 2, 6, 7, 8	2, 5, 6, 11

	Recommendation	Service Objectives Addressed	Strategic Directions Addressed
24	Adopt a new fees and charges policy.	1, 2, 3, 4, 5, 9, 12, 13, 14, 15, 16, 17, 18, 19	2, 7, 9
25	Gradually increase fees and charges to provincial average	5, 9, 12, 13, 14, 15, 7, 18, 19	2, 11
26	Identify and ensure access for low-income residents	3, 4, 9, 2, 3, 14, 15, 16, 17, 18, 19	2, 7, 9
27	Define classes of turf for each park type and level	6, 7, 8 11, 21	1, 3, 7
28	Adopt the three levels and seven types of parks and open space	6, 8	1, 3
29	Reconcile existing parks and open space with adopted levels and types	2, 6, 8,	1, 3
30	Collaborate with all City level open space providers in planning, development and maintenance	6, 7, 8, 11, 12, 20, 21	4, 7, 10, 11, 14, 15
31	Adopt a standard of .5ha/ 1000 for City level Athletic Parks	2, 3, 6, 12, 15, 18	9, 12
32	Adopt the recommended list of components for City level Athletic Parks	2, 3, 12, 15, 18	9, 12
33	Ensure City level sports field scheduling accommodates rest and repair/ maintenance programs	2, 6	11
34	Support McMaster University to develop a City level track and field facility	1, 2, 3, 12	6, 9
35	Participate in a pride program such as Communities in Bloom	1, 8, 11, 21	7, 10
36	Utilize landscaped gardens as vehicles for general education, skill development and interpretive programs	1, 8, 9, 10, 11, 22	7, 10
37	Adopt a standard of 1ha/ 1000 for City level Recreation Parks	1, 6, 8, 9, 21	7, 15
38	Adopt the recommended list of components for City level Recreation Parks	1, 6, 8, 9, 21	7, 15
39	Adopt a provision level of .4ha/ 1000 for waterfront parks	1, 6, 8, 9, 11, 12, 20, 21	7, 8, 10, 15
40	Pursue all opportunities for acquisition of additional access to waterfront	1, 5, 6, 8, 9, 11, 21	7, 10, 15
41	Negotiate public access to waterfront over privately held property	9, 11, 21	7, 10, 15
42	Review the effectiveness of City greenhouse operations	21	6
43	Adopt a standard of 1.1ha/ 1000 for City level Natural Parkland	6, 8, 21	7, 10, 15
44	Adopt the list of recommended components for City level Natural Parkland	6, 8, 21	7, 10, 15
45	Review and rationalize partnership with Hamilton Conservation Authority to streamline open space operations.	6, 7, 8, 11, 20, 21, 22	1, 2, 3, 5, 6, 7, 8, 10, 14
46	Determine and adopt a standard of provision for City Linear Corridors.	9, 11, 12, 20, 21	1, 7, 10, 14, 15

Recommendation		Service Objectives Addressed	Strategic Directions Addressed
47	Adopt the list of recommended components for City Linear Corridors	9, 11, 12, 20, 21	1, 7, 10, 14, 15
48	Provide linkages between and to existing Neighbourhood Parks where feasible.	9, 12	14
49	Require pedestrian linkages to new Neighbourhood Parks	9, 12	14
50	Establish and define minimum standards governing pedestrian linkages.	9, 12	14
51	Support and promote efforts of the Waterfront Regeneration Trust Fund	1, 5, 6, 8, 9, 11, 21	7, 10, 15
52	Contract out operations of the two City golf courses		6
53	Adopt the existing standard of .3ha/ 1000 for District level Athletic Parks	2, 3, 12	9, 12
54	Adopt the recommended list of components for a typical District level Athletic Park.	2, 3, 12, 15, 18	9, 12
55	Conduct a sports field study to determine which ball diamonds to convert to soccer fields	2	11
56	Ensure District level sports field scheduling accommodates rest and repair/ maintenance	2	11
57	Provide one 2ha District Youth Park per 100,000 population	16	7,9
58	Adopt the recommended list of components for a typical District Youth Park	16	7,9
59	Maintain the current standard of 1ha/ 1000 for Neighbourhood Parks	1, 8, 9, 10, 13, 14, 16, 19, 21	7
60	Assess availability of Neighbourhood Parks and acquire additional parkland where necessary	1, 8, 9, 10, 13, 14, 16, 19, 21	7
61	Adopt the recommended list of components and planning guidelines for Neighbourhood Parks	1, 8, 9, 10, 13, 14, 16, 19, 21	7
62	Develop agreements with school boards for construction/ maintenance of outdoor recreation facilities for community use on school property	1, 2, 9, 12, 13, 14, 17	1, 2, 3, 6, 9, 11
63	Clarify the roles and responsibilities of Neighbourhood Park Committees	2	1, 4, 5
64	Provide for the development of Tot Lots only in exceptional circumstances	13, 14	12
65	Where Tot Lots are necessary, ensure the minimum size is .25ha	13, 14	
66	Establish a site naturalization program and review opportunities in existing parks	8, 21	7, 10
67	Permit development of recreation and culture facilities on all park types except Natural and Linear	1, 5, 9, 10, 12, 13, 14,15,16,17,18,19	1, 12, 13
68	Monitor and invest in existing Citywide facilities to maintain and enhance functionality	1, 2, 3, 4	11
69	Develop suitable storage for the City's historical artifacts	7	8, 10
70	Develop a new Public Art policy and program	1, 4, 8, 11, 21	10
71	Invest 1% of the cost of new buildings and parks in public art.	1, 4, 8, 11, 21	10
72	Shift Community level facilities to District level	9, 12, 13, 14, 15, 17, 18, 19	9, 12

Recommendation		Service Objectives Addressed	Strategic Directions Addressed
73	Locate and designate 6 or 7 District Recreation Centres as preferred locations for new or redeveloped facilities	9, 12, 13, 14, 15, 17, 18, 19	9, 12
74	Limit development of new District level facilities on sites other than designated District Recreation Centre sites		12
75	Monitor and act on opportunities for expanding District Recreation Centre sites	9, 12, 13, 14, 15, 17, 18, 19	12
76	Evolve toward a standard of 1 larger indoor pool per 40,000 residents	9	12
77	Provide a variety of aquatic experiences at future indoor pools	9, 10, 12, 13, 14, 15, 16, 17, 18, 19	7, 9, 12
78	Develop one City level competitive pool facility	2, 3, 11, 15, 18	9, 12
79	Phase out outdoor pools		12
80	Evolve to fewer arenas with multiple ice sheets at a provision level of 1 sheet per 25,000 residents	2, 3	12
81	Ensure adequate amenities in new arenas	2, 3	9, 12
82	New quad pad should proceed with two provisos	1, 2, 3, 12, 13, 14, 15, 16, 17, 18, 19	7, 12
83	Phase out Community based community centres		12
84	Partner with the community to keep community centres that remain necessary	2	5, 6
85	Encourage display and exhibit of visual art in non-traditional public spaces	2, 4, 21	7
86	Use cost benefit analysis and prioritizing process for determining additional District level performing arts spaces	2, 4, 9	2
87	Invest in existing theatres before developing new	4	11
88	Integrate seniors services into District Recreation Centres before providing standalone buildings	10, 19	12
89	Continue agreement with Ancaster Seniors Achievement Centre	2, 19	5, 6
90	Maximize local access to schools	2, 12, 14, 15, 16, 17	9
91	Ensure coordinated scheduling of school gymnasiums	2, 12, 14, 15, 16, 17	9
92	Work with neighbourhood groups to identify and meet local needs	All	5, 7
93	Enhance the City's marketing and communication efforts	1, 3, 4, 23	4
94	Identify and build relationship with other organizations helping to achieve the 23 service objectives	All	5,6
95	Coordinate marketing of heritage sites	7, 22	10
96	Develop and implement cohesive management information systems	All	1, 2, 3
97	Promote and coordinate local involvement in programs focusing on children	2, 13, 14, 15, 16	4, 5, 9
98	Work with the Hamilton Regional Arts Council to support arts groups	1, 4, 21	5

Recommendation		Service Objectives Addressed	Strategic Directions Addressed
99	Ensure the coordination of funding to arts groups	1, 2, 4, 9, 10, 12, 13, 14, 15, 17, 18, 19	5, 10
100	Meet annually with arts groups to coordinate scheduling of performances and shows	4	5
101	Be proactive in promoting the Zero Tolerance Policy preventing harassment and abuse of children in culture and recreation	14, 15	4, 9
102	Continue collaborating with the Hamilton Community Sports Council	2, 14, 15, 17	5
103	Adopt a gender equity policy around the use of sports facilities	2, 14, 15, 17	9
104	Ensure collaborative approach to services and programs for seniors	12, 19	5, 6
105	Identify a City staff position to address special needs	2	5
106	Standardize and streamline use of facilities by special needs groups	2	5
107	Coordinate scheduling for indoor pools through an aquatic plan	12, 13, 14, 15, 17, 18, 19	5, 7

As ***Figure Twenty-Seven*** shows, most of the Strategic Directions have one or more recommendations that are directed at achieving them.

The Recommendations are listed again in ***Figure Twenty-Eight***. This time each is assigned a priority, a timeline (which may or may not be consistent with a priority), and the direction and magnitude of changes in tax support that is likely required to implement each.

Figure Twenty-Eight
Summary of Implications of Recommendations

Recommendation		Priority	Timeline	Dept - Div Taking Lead Role	Tax Support Required
1	Adopt the Mission statement, two goals and twenty-three service objectives	Highest	Immediate	Community Services	Minimal
2	Adopt the seven step Mandate	Highest	Immediate	Community Services	Minimal
3	Adopt the three step benefits based approach for evaluation and setting/ achieving priorities	Highest	Immediate	Community Services	Minimal
4	Adopt the four level service hierarchy	Highest	Immediate	Community Services	Minimal
5	Identify and rationalize District boundaries for all City services.	Highest	Immediate	Community Services	Minimal
6	Adopt the three modes of use	Highest	Immediate	Community Services	Minimal
7	Endorse the fifteen Strategic Directions	Highest	Immediate	Community Services	Minimal
8	Adopt City role and guidelines for service delivery	Highest	Immediate	Community Services	Minimal

	Recommendation	Priority	Timeline	Dept - Div Taking Lead Role	Tax Support Required
9	Adopt six principles of public good, equity, sustainability, public involvement, public safety and accessibility.	Highest	Immediate	Community Services	Minimal
10	Complete inventory of community partner agreements	High	Short Term	Culture & Rec	Moderate
11	Develop terms and conditions governing community partner agreements	High	Short Term	Community Services	Moderate
12	Begin renewing outdated/ lapsed community partner agreements	High	Short Term	Community Services	Moderate
13	Adopt a policy relating to the City's relationship with voluntary sector	High	Short Term	Community Services	Minimal
14	Define City's roles and responsibilities towards and parameters for volunteers	High	Short Term	Community Services	Minimal
15	Provide staff with training opportunities in community development	High	Short Term	Culture & Rec	Moderate
16	Establish an advisory committee to oversee and coordinate partnerships with the voluntary sector	Moderate	Short Term	Culture & Rec	Minimal
17	Provide stable grants to community partners	High	Short Term	Community Services	Minimal
18	Provide free meeting space to volunteer groups	Moderate	Short Term	Culture & Rec	Moderate
19	Establish a lifecycle reserve for facilities and parks	High	Short Term	Community Services	Major
20	Approve a policy framework for acquisition of new parkland and natural areas	High	Short Term	Parks	Minimal
21	Rationalize Development Charge By-laws	High	Short Term	City	Positive
22	Develop clear standards for each type of basic facility	High	Short Term	Facilities	Minimal
23	Approve a minor capital cost-sharing program and system of prioritization	Moderate	Short Term	Design & Construction	Moderate
24	Adopt a new fees and charges policy	High	Short Term	Culture & Rec	Minimal
25	Gradually increase fees and charges to provincial average	Moderate	Mid Term	Culture & Rec	Positive
26	Identify and ensure access for low-income residents	High	Short Term	Culture & Rec	Moderate
27	Define classes of turf for each park type and level	Moderate	Short Term	Parks	Minimal
28	Adopt the three levels and seven types of parks and open space	Highest	Immediate	Parks	Minimal
29	Reconcile existing parks and open space with adopted levels and types	High	Long Term	Parks	Major
30	Collaborate with all City level open space providers in planning, development and maintenance	Moderate	Short Term	Parks	Minimal
31	Adopt a standard of .5ha/ 1000 for City level Athletic Parks	Highest	Immediate	Parks	Minimal
32	Adopt the recommended list of components for City level Athletic Parks	Highest	Immediate	Design & Construction	Minimal

Recommendation		Priority	Timeline	Dept - Div Taking Lead Role	Tax Support Required
33	Ensure City level sports field scheduling accommodates rest and repair/ maintenance programs	Highest	Short Term	Parks	Moderate
34	Support McMaster University to develop a City level track and field facility	Moderate	Mid Term	Culture & Rec	Minimal
35	Participate in a pride program such as Communities in Bloom	Moderate	Short Term	Parks	Minimal
36	Utilize Landscaped Gardens as vehicles for general education, skill development and interpretive programs	Low	Mid Term	Parks	Minimal
37	Adopt a standard of 1.0ha / 1000 for City level Recreation Parks	Highest	Immediate	Parks	Minimal
38	Adopt the recommended list of components for City level Recreation Parks	Highest	Immediate	Design & Construction	Minimal
39	Adopt a provision level of .4ha/ 1000 for waterfront parks	Highest	Mid Term	Parks	Moderate
40	Pursue all opportunities for acquisition of additional access to waterfront	Highest	Ongoing	Design & Construction	Major
41	Negotiate public access to waterfront over privately held property	High	Long Term	Design & Construction	Moderate
42	Review the effectiveness of City greenhouse operations	Low	Mid Term	Parks	Minimal
43	Adopt a historic standard of 1.1ha/ 1000 for City level Natural Parkland	Highest	Immediate	Parks	Minimal
44	Adopt the list of recommended components for City level Natural Parkland	Highest	Immediate	Design & Construction	Minimal
45	Review and rationalize partnership with Hamilton Conservation Authority to streamline open space operations	Moderate	Short Term	Parks	Minimal
46	Determine and adopt a standard of provision for City Linear Corridors	Highest	Short Term	Parks	Minimal
47	Adopt the list of recommended components for City Linear Corridors	Highest	Immediate	Design & Construction	Minimal
48	Provide linkages between and to existing Neighbourhood Parks where feasible	High	Long Term	Design & Construction	Moderate
49	Require pedestrian linkages to new Neighbourhood Parks	Highest	Short Term	Design & Construction	Moderate
50	Establish and define minimum standards governing pedestrian linkages	Highest	Immediate	Design & Construction	Minimal
51	Support and promote efforts of the Waterfront Regeneration Trust Fund	High	Short Term	Parks	Moderate
52	Contract out operations of the two City golf courses	Low	Mid Term	Parks	Minimal
53	Adopt the existing standard of .3ha/ 1000 for District level Athletic Parks	Highest	Immediate	Parks	Minimal
54	Adopt the recommended list of components for a typical District level Athletic Park	Highest	Immediate	Design & Construction	Minimal
55	Conduct a sports field study to determine which ball diamonds to convert to soccer fields	High	Short Term	Culture & Rec	Moderate

Recommendation		Priority	Timeline	Dept - Div Taking Lead Role	Tax Support Required
56	Ensure District level sports field scheduling accommodates rest and repair/ maintenance	Moderate	Short Term	Parks	Moderate
57	Provide one 2ha District Youth Park per 100,000 population	High	Long Term	Parks	Major
58	Adopt the recommended list of components for a typical District Youth Park	Highest	Immediate	Design & Construction	Minimal
59	Maintain the current standard of 1ha/ 1000 for Neighbourhood Parks	Highest	Immediate	Parks	Minimal
60	Assess availability of Neighbourhood Parks and acquire additional parkland where necessary	Moderate	Long Term	Design & Construction	Moderate
61	Adopt the recommended list of components and guidelines for Neighbourhood Parks	Highest	Immediate	Design & Construction	Minimal
62	Develop agreements with school boards for construction/ maintenance of outdoor recreation facilities for community use on school property	High	Short Term	Parks	Minimal
63	Clarify the roles and responsibilities of Neighbourhood Park Committees	Highest	Short Term	Parks	Minimal
64	Provide for the development of tot lots only in exceptional circumstances	Highest	Long Term	Design & Construction	Minimal
65	Where tot lots are necessary, ensure the minimum size is .25ha	Highest	Long Term	Design & Construction	Minimal
66	Establish a site naturalization program and review opportunities in existing parks	High	Mid Term	Parks	Moderate
67	Permit development of recreation and culture facilities on all park types except Natural and Linear	High	Short Term	Design & Construction	Minimal
68	Monitor and invest in existing Citywide facilities to maintain functionality	Moderate	Long Term	Community Services	Major
69	Develop suitable storage for the City's historical artifacts	High	Short Term	Culture & Rec	Moderate
70	Develop a new Public Art policy and program	High	Short Term	Culture & Rec	Moderate
71	Invest 1% of the cost of new buildings and parks in public art	High	Onglin	Culture & Rec	Moderate
72	Shift many Community level facilities to District level	High	Long Term	Design & Construction	Positive
73	Locate and designate 6 or 7 District Recreation Centres as preferred locations for new or redeveloped facilities	Highest	Short Term	Design & Construction	Minimal
74	Limit development of new District level facilities on sites other than designated District Recreation Centre sites	High	Long Term	Design & Construction	Positive
75	Monitor and act on opportunities for expanding District Recreation Centre sites	High	Long Term	Design & Construction	Major
76	Evolve toward a standard of 1 larger indoor pool per 40,000 residents	High	Long Term	Design & Construction	Positive
77	Provide a variety of aquatic experiences at future indoor pools	High	Long Term	Design & Construction	Minimal
78	Develop one City level competitive pool facility	Moderate	Long Term	Design & Construction	Major

Recommendation		Priority	Timeline	Dept - Div Taking Lead Role	Tax Support Required
79	Phase out outdoor pools	Moderate	Long Term	Design & Construction	Positive
80	Evolve to fewer arenas with multiple ice sheets at a provision level of 1 sheet per 25,000 residents	High	Long Term	Design & Construction	Positive
81	Ensure adequate amenities in new arenas	Moderate	Long Term	Design & Construction	Moderate
82	New quad pad should proceed with two provisos	High	Short Term	Culture & Rec	Major
83	Phase out Community based community centres	High	Long Term	Design & Construction	Positive
84	Partner with the community to keep any community based community centres that remain necessary	High	Long Term	Culture & Rec	Moderate
85	Encourage display and exhibit of visual art in non-traditional public spaces	Moderate	Short Term	Culture & Rec	Moderate
86	Use cost benefit analysis and prioritizing process for determining additional District level performing arts spaces	Moderate	Short Term	Culture & Rec	Minimal
87	Invest in existing theatres before developing new	High	Short Term	Design & Construction	Moderate
88	Integrate seniors services into District Recreation Centres before providing standalone buildings	High	Long Term	Design & Construction	Positive
89	Continue agreement with Ancaster Seniors Achievement Centre	Moderate	Long Term	Culture & Rec	Minimal
90	Maximize local access to schools	Highest	Short Term	Culture & Rec	Minimal
91	Ensure coordinated scheduling of school gymnasiums	Highest	Short Term	Culture & Rec	Minimal
92	Work with neighbourhood groups to identify and meet local needs	High	Long Term	Culture & Rec	Moderate
93	Enhance the City's marketing and communication efforts	Highest	Short Term	Community Services	Moderate
94	Identify and build relationship with other organizations helping to achieve the 23 service objectives	Highest	Short Term	Community Services	Minimal
95	Coordinate marketing of heritage sites	Highest	Short Term	Culture & Rec	Moderate
96	Develop and implement cohesive management information systems	Highest	Immediate	Community Services	Moderate
97	Promote and coordinate local involvement in programs focusing on children	Highest	Short Term	Culture & Rec	Moderate
98	Work with the Hamilton Region Arts Council to support arts groups	High	Short Term	Culture & Rec	Moderate
99	Ensure the coordination of funding to arts groups	High	Short Term	Culture & Rec	Minimal
100	Meet annually with arts groups to coordinate scheduling of performances and shows	Moderate	Short Term	Culture & Rec	Minimal
101	Be proactive in promoting the Zero Tolerance Policy preventing harassment and abuse of children in culture and recreation	Highest	Immediate	Culture & Rec	Minimal

	Recommendation	Priority	Timeline	Dept - Div Taking Lead Role	Tax Support Required
102	Continue collaborating with the Hamilton Community Sports Council	Highest	Short Term	Culture & Rec	Minimal
103	Adopt a gender equity policy around the use of sports facilities	Highest	Short Term	Culture & Rec	Minimal
104	Ensure collaborative approach to services and programs for seniors	High	Short Term	Community Services	Minimal
105	Identify a City staff position to address special needs	High	Short Term	Culture & Rec	Moderate
106	Standardize and streamline use of facilities by special needs groups	High	Long Term	Culture & Rec	Moderate
107	Coordinate scheduling for indoor pools through an aquatic plan	High	Short Term	Culture & Rec	Minimal

In the priority column, some of the items have been assigned "highest" priority. This means that they are the most important recommendations to long-term success in the delivery of leisure services. Without implementing these, the others may not be able to proceed. Other recommendations are assigned a 'high" priority. These relate to increased service levels. If service levels are to be increased, these are the highest priority projects which will achieve the greatest amount of public good (in the highest priority service objectives as indicated in ***Figure Twenty Twenty-Eight***) at the least cost to the taxpayers. However, because the existing service levels are so high, the City could continue with little or no increase in service levels for the foreseeable future. "Moderate" priority recommendations are those that are less critical to success in the future or represent lower priority service improvements. "Low" priority means that they are not as critical to success as the moderate priority recommendations.

In the timeline column, the phrase "immediate" is meant to suggest that these recommendations should be focused on as soon as the report is received and endorsed. Although some might take several months to complete and others will be long-term commitments, they should begin as soon as possible. The phrase "short term" is meant to indicate that these recommendations should follow as soon as the immediate ones are initiated. In most cases that means they should be underway within a year and might be completed within two to three years. The phrase "mid term" is meant to indicate that these recommendations should follow on as soon as the immediate ones are close to being completed. They might be initiated within two to three years and should be completed in five to seven years. "Long term" suggests that they may be initiated within the ten-year time frame of this Plan, but may not be completed within that time frame.

In the tax support required column of the figure, the phrase "minimal" suggests that these recommendations can be done within the constraints of existing funding levels and would require virtually no tax increase. The phrase "moderate" indicates the necessity of spending additional sums of tax resource likely in the neighbourhood of several tens of thousands or even hundreds of thousands of dollars. The tax increases identified as "major" suggests that the net tax increase to support these initiatives would in the millions of dollars in terms of capital expenditures and/or could incur operating subsidies of several hundreds of thousands per year. The term "positive" means that the recommendation will likely have a positive effect on the City's net public investment. In other words, it will result in a lower investment per unit of "public good" realized.

Appendices

Appendix A
Purpose, Scope and Deliverables

PERC

City of Hamilton
Parks, Culture and Recreation Master Plan
PURPOSE, SCOPE, AND DELIVERABLES
September 25, 2001

Clarifications based on a meeting with the consultant are noted in bold italics

The purpose of the strategic plan is to establish a collective community vision for parks, culture, and recreation in the City of Hamilton, and to set a comprehensive planning framework inclusive of strategic directions, implementation strategies, policy implications, and financing strategies.

Community consultation will be a key element of the design process to ensure community ownership and support for the benefit of future implementation.

The scope of the strategic plan includes parks & open space* / recreation / cultural facilities* and services throughout the new geographical boundaries of the City of Hamilton.

The end product will be regarded as a critical community resource document that will clearly articulate what, where, when, and how future facilities and services will be constructed, implemented, financed and maintained.

The following section outlines key deliverables that the consultant will address. They are presented in random order under defined categories. * See attached listing

Overall Principles

Key principles regarding the overall operation of Parks, Culture & Recreation services will be presented to stakeholders, defined and validated throughout the strategic plan process. These principles will be congruent with the CMT/CSMLT common vision and could include the following examples:

- ***Fair***
- ***Equitable***
- ***Accessible***
- ***Affordable***
- ***Fiscally Responsible***
- ***Safe/welcoming environment***
- ***Environmentally Responsible***
- ***Responsive to identified community need***
- ***Sustainable***
- ***Heritage (preservation/awareness/opportunities)***

(Clarification: The consultant will validate these throughout the process as well as including mission, vision etc statements in the final report)

Service Delivery

- To define the Corporations core services with respect to Culture, Recreation, Parks, Facility Maintenance, and Design & Construction services.

- To determine the extent to which the community will “govern” the on-going operation/management of park, culture, recreation, and sport services and facilities.

  (Clarification: The consultant will provide criteria, guidelines, decision making framework defining the relationship including use of volunteers)

- To recommend cost effective facility conversion options related to under-utilized facilities.

(Clarification: The consultant will provide general direction vs. individual, site-specific recommendations)

- To determine standard criteria for the Corporations consideration of third-party facility construction and/or service delivery proposals. (Non-for-Profit, Volunteer, and Commercial Enterprise)

(See clarification bullet point 2)

- To outline standard *operating agreement* principles for programs/facilities between the Corporation and third party groups (self-directed volunteer groups, not-for-profit groups, and commercial enterprise)

(See clarification bullet point 2)

Needs Assessment

- To establish new and/or validate existing standards (size & amenities) for the number of facilities per capita by each facility/play-field/park category. New and emerging trends for facilities to be included. Establish a development charges standard (10 year average) to ensure minimum standards for each facility/play-field/park category are achieved.

(Clarification: Consultant will reflect standards based on & congruent with Official Plan & appropriate zoning information. Will include indoor & outdoor categories and be quantitative in nature)

- To establish criteria to evaluate construction & use for the consideration of new facility/play-field/programs

(Clarification: Consultant will establish a means of prioritizing)

- To establish priority standards for new facility/play-field/programs construction.

- To establish standards for sizes & amenities of sports fields including minimum buffer distances between fields and adjacent residential properties

- To establish/define minimum standards for park classifications, including designation of facility type and other amenities (i.e. lighting) for each classification.

- To identify parkland/facility/program deficiencies, and recommend a process to address related issues

(Clarification: Geographically based recommendations)

- To establish criteria related to decision making on Ecological Renewal and Naturalization of existing and future parkland and open space.

(Clarification: Consultant will include naturalized areas and targets for open space)

- To determine community interest in tourism related to sports, culture & economic development.

Design & Construction

- To establish core standards related to the scope of facility construction (by category) that will define the Corporations financial commitment to any given construction project. (Project scope could be subsequently enhanced through user and/or third party financing opportunities inclusive of on-going operational cost)

(Clarification: Base standards for facility construction)

- To recommend *design standards* that provide for optimum operating, program, and service efficiency for application in both new facility/play-field construction, as well as existing facility revitalization.

- To recommend *maintenance standards* that provide for optimum operating and service efficiency for application in both new facility/play-field construction, as well as existing facility revitalization.
  (Note: Consultant advised that Capital budget must be offset by adequate operating budget to properly sustain/maintain standards)

Financials

- To determine the extent to which the City will contribute towards the capital construction of new facilities (including playfields) and/or capital revitalization of existing facilities

- To determine the extent to which user groups may contribute towards the capital construction of new facilities (including play-fields) and/or capital revitalization of existing facilities.

- To determine the extent to which user groups may contribute to the annual operating expenditures of facilities and play-fields and programs.

- To establish fund-raising and revenue generation principles for third party groups (self-directed volunteer groups, not-for-profit groups, and commercial enterprise) related to parks/programs/facilities capital and operating.

- To outline a long-term (10 year) capital plan and life cycle strategy for new facility construction. To develop a long-term renewal strategy for existing facility revitalization/conversions.

(Clarification: The consultant will provide a text approximation (vs. specific numerical year-by-year plan. The long-term strategy will be directional vs. specific in nature)

- To recommend a policy related to land dedication (including cash in lieu options)

**PARKS & OPEN SPACE*

- ***Developed parks (City, community, Parkettes, Neighbourhood, Regional, Special***
- ***Trails (Bike, walking, multi-use)***
  City owned & owned by others i.e. Gas, Rail, Hydro, Private, Conservation Authority
- ***Environmentally Sensitive Areas***
- ***Woodlots***
- ***Playfields***
- ***School Board Properties***
- ***Conservation Authority Properties/Areas***
- ***Corridors***
- ***Spray Pads***
- ***Bocce***
- ***Lawn Bowling***
- ***Tennis***

**FACILITIES & BUILDINGS*

- ***Arenas***
- ***Recreation Centres***
- ***Seniors' Centres***
- ***Museums***
- ***Stadium***
- ***Restaurants***
- ***Ski Hill***
- ***Golf***
- ***Monuments & Statues***
- ***Heritage Buildings***
- ***Fountains & Gateways***
- ***Field Houses***
- ***Pavilions***
- ***Pools (Indoor & Outdoor)***
- ***Parking lot***
- ***Clubhouse (Tennis, Bocce, Lawn Bowling etc)***
- ***Community Halls***
- ***Operations (i.e. Maintenance) Buildings***

Appendices

Appendix B
Previous Studies

PERC

Previous Studies

Listing of Source and Summary/ Recommendations

The Town of Flamborough, COMMUNITY NEEDS ANALYSIS AND MULTI-USE COMMUNITY CENTRE FEASIBILITY STUDY, January 97, Prepared by LeisurePlan International Inc. (Note that some of the recommendations have been combined from the original report).

Program and Activity Needs Assessment

1. Encourage the provision of additional cultural program and activity opportunities for preschool children 0-4 years of age.
2. Encourage the provision of additional program and activity opportunities for children 5-10 years of age, youth 11-14 years, teens 15-18 years, seniors 55 years and older, and families.
3. Assist new service provider to accommodate any potential future demand for segregated opportunities for the disabled.
4. Ensure that providers of integrated programs have access to the expertise and resources required to provide integrated programs.

Indoor Ice Programs, Activities and Facilities

5. Encourage the provision of ringette programs for female youth.
6. Monitor demands for indoor ice arena programs and activities.
7. Undertake an indoor ice pad feasibility study.
8. Prepare a comprehensive arena facility renovation, conservation and replacement plan.

Aquatic Programs and Activities

9. Develop a strategy for the provision of aquatic programs and activities and an indoor aquatic facility.
10. Monitor demand for aquatic programs and activities.
11. Examine the demand for a wading pool type facility in Greensville.

Gymnasium Programs, Activities and Facilities

12. Encourage the provision of instructional and leisure play volleyball and basketball programs for youth.
13. Monitor demand for gymnasium programs and activities.
14. Ensure public access to proposed new gymnasium facilities in the Town, and ensure they are designed to maximize use by the community.
15. Examine the feasibility of developing a double-size gymnasium within the short-term future as part of the multi-use community centre feasibility study.
16. Maintain a list of all publicly accessible gymnasium facilities and their operating hours.
17. Monitor utilization of publicly accessible gymnasiums.

Fitness Programs, Activities and Facilities

18. Encourage the provision of aerobics and fitness equipment specifically for female teens.
19. Develop a strategy for the provision of fitness classes, fitness equipment and related activity rooms without the short-term.
20. Monitor demand for fitness opportunities.

Squash and Racquetball Programs, Activities and Facilities

21. Develop a strategy for the provision of squash and racquetball programs and activities and related court activities within the short-term future as part of the multi-sue community centre feasibility study.
22. Monitor demand for squash and racquetball programs, activities and facilities.

Activity Room Programs, Activities and Facilities

23. Encourage opportunities for the provision of family programs (other than special events).
24. Encourage opportunities for the provision of organized activities for youth and teens.
25. Assist Carlisle PALS
26. Encourage opportunities for the provision of municipal summer camp programs by other leisure service providers
27. Encourage opportunities for the provision of additional and new seniors programs.
28. Monitor demand for activity room programs and activities
29. Facilitate the use of public facilities.
30. Increase the level of provision of activity rooms.
31. Establish and enforce facility maintenance standards.
32. Prepare a facility renovation plan for the former West Flamborough Township Hall.
33. Support the proposed renovation of the Valens Community Centre by the Parks and Recreation sub-committee.

34. Prepare a physical review of municipal facilities to determine their level of accessibility to the disable.
35. Encourage non-municipal facility providers to improve accessibility to the disabled.

Ball Diamond Programs, Activities and Facilities

36. Monitor demand for ball diamond programs and activities.
37. Facilitate the provision of lights on an existing softball diamond in Copetown.
38. Increase the existing level of provision of practice, softball and baseball diamonds.
39. Prepare a comprehensive ball diamond renovation, conservation and replacement plan.
40. Work with the school board and the recreation sub-committee to improve the physical condition of the Flamborough Centre school diamond.
41. Work with the Town of Ancaster to improve diamonds and associated components in Copetown Lions Community Centre Park and Lynden Community Park.

Sports Field Programs, Activities and Facilities

42. Encourage the provision of additional new sports field programs and activities for youth and teens.
43. Monitor demand for sports field programs and activities.
44. Increase the level of provision of sports fields.
45. Facilitate the provision of additional mini sports fields at proposed new school facilities.
46. Prepare a comprehensive sports field renovation, conservation and replacement plan.

Tennis Programs, Activities and Facilities

47. Monitor demand for tennis programs and activities.
48. Increase the existing level of provision of tennis courts.
49. Examine the feasibility of providing access to the Carlisle Community Centre for participants at the Carlisle Tennis Club.
50. Improve the communication and co-ordination among tennis clubs.
51. Ensure that existing municipal courts are accessible for public play.

Multi-Purpose and Basketball Pads

52. Increase the existing level of provision of multi-purpose and basketball pad facilities.
53. Monitor demand for multi-purpose and basketball pads.

Cultural Programs, Activities and Facilities

54. Encourage the provision of new opportunities for cultural programs and activities.
55. Monitor demand for cultural programs and activities.
56. Increase the level of provision of cultural facilities.
57. Undertake an evaluation of Waterdown Memorial Hall.
58. Prepare a renovation and financial plan for Waterdown Memorial Plan.

Barriers to Participation

59. Develop an overall marketing and promotion plan to improve the level of awareness of leisure opportunities.
60. Facilitate the provision of alternative methods of transportation and service delivery to seniors and the disabled.
61. Publicize opportunities for subsidized participation in leisure programs and activities and maintain a list of organizations that provide subsidies.
62. Encourage organizations to subsidize participants in need.

Analysis of Park Land Requirements

63. Adopt a revised parks and open space classification system.
64. Do not acquire tot lot parks in the future.
65. Classify existing parks according to the revised parks classification system.
66. Increase the level of provision of parks and open space.

Parks and Open Space Dedication, Development & Design

67. Amend the parkland dedication policy in the Official Plan.
68. Retain professional services for parkland development.

Parks and Open Space Maintenance

69. Ensure that turf-cutting standards for sports fields are adhered to.
70. Review the frequency with which Memorial Park and North Wentworth Community Centre Park Sports Fields are watered.

Park Development/ Re-Development Issues

71. Prepare a physical development master plan for Memorial Park in Waterdown.
72. Support the proposal by a service club to acquire and donate parkland adjacent to Strabane Park.

Other Park Related Issues

73. Update the review of play equipment and replace equipment as required.
74. Ensure access to a telephone for travel van program staff.
75. Provide washroom facilities at Lynden Legion Park during the summer.
76. Repair/ replace the septic system at Lynden Community Park in cooperation with the Lynden-Troy Parks and Recreation Subcommittee and the Town of Ancaster.
77. Examine the potential need for fencing at Freelton Community Park.
78. Develop proposed new indoor and outdoor facilities on additional new town parkland and/ or on additional new community parkland in the urban area.

Open Space Linkage System and Trail Development

79. Missing from report
80. Missing from report

Leisure Services Delivery System

81. Establish the Municipal/ departmental mandate-mission statement.
82. Revise and formally adopt municipal leisure service goals.
83. Focus on facilitation and community development functions, roles and responsibilities and the consistent application of the Department's philosophical orientation to other functions, roles and responsibilities.
84. Revise and expand the Community Services Department's Facilitation and Community Development functions, roles and responsibilities.
85. Define and adhere to the level of support to be provided to the sub-committees regarding advice and expertise.
86. Future roles and responsibilities of the recreation sub-committees.
87. Review the Community Service Department's organizational structure, staffing levels, job description, roles and responsibilities.

Multi-Use Community Centre Feasibility Study

88. Address program, activity and service priority requirements through the development of a multi-use community centre. Develop the centre in partnership with the YMCA of Hamilton/ Burlington.
89. Attempt to acquire a site of sufficient size to accommodate potential complementary uses to create a town centre (including but not limited to a new town administrative centre, a new library and archive facility, outdoor facilities).
90. Utilize the recommended set of criteria in the site selection process.

The Town of Flamborough, INDOOR ICE PAD FEASIBILITY STUDY, North Wentworth Community Centre, October 2000, prepared by LeisurePlan International Inc.

- Report concluded that there was demand for at least an additional 62 hours of primetime ice, plus additional projected for the future, and that there was sufficient demand to justify the development of an additional ice pad.
- Proposed ice pad should be at least 85' by 200' in size.
- Not sufficient demand for an indoor practice ice pad
- Recommends additional services such as food and beverage, administrative and multi-purpose space for ice users and new ice-related activities.
- Current building requires upgrading of equipment and systems, as well as improvements to aesthetics.
- Ice should be provided year-round
- Suggests two alternatives: New ice pad on west side of existing arena (cost of $5.5M), or new ice pad on east side of existing arena (cost of $6.5M). Concept plans and rationale for each are included.
- Report explores public/ private partnerships for funding and operation/, as well as funding implications
- For existing arena, report suggests a number of upgrades that are required, including replacement of the ammonia refrigeration system with a "low probability" brine or glycol system; improved ventilation in arena, replacement of inadequate gas fired heaters over spectator seating; upgrades to electrical supply, voltage and amps; improved lighting and P.A. system; and, replacement of rusty natural gas piping.

Town of Flamborough, BUILDING CONDITION STUDY- NORTH WENTWORTH COMMUNITY CENTRE, June 1997, prepared by Cochrane PBK.

- Foundations wall requires repairs by excavating and repairing joints, re-installation of damaged weeping tile and backfill with free draining material, as well as more positive drainage away from building.

- Concrete floors need repairs for cracks
- Rink slab is nearing end of its life. It needs replacement with newer technology insulation and an under slab heating system.
- Structural steel is corroded, and roof purlins may need replacement. Options are replacing arena structure with new one on existing footings, or demolishing the arena structure except for the main frames.
- Bleachers are wearing and will need rebuilding in about 5 yrs.
- Skin in the ceiling insulation is damaged and needs repair
- Flashing and caulking has been problematic and needs repair
- Many doors and windows will need to be replaced in 5-10 yrs.
- Much drywall damage from moisture/ impact
- Vinyl tile floor in community hall second floor will need replacement within 5 years.
- Dressing rooms, showers and maintenance rooms and hall/ foyer all need flooring repairs/ replacement.
- Skaters flooring needs replacement in 5 years
- Acoustic tiles need to be replaced
- Dasher boards and glass need to be replaced
- Olympia room grating is in bad shape
- Electrically, the facility is in poor condition with significant deficiencies.
- Mechanically, the facility is in good condition, with the exception of ammonia refrigeration system not conforming to the mechanical refrigeration code and the inlet louver allowing snow to enter in winter.
- Maintenance costs for next 0-5 years total $751,600, for 10 years total $193,500 (add $400,000 if pre-engineered arena building has to be replaced), for 15 years total $109,300 and for 20 years total $316,500.

Town of Flamborough, BUILDING CONDITION STUDY- CARLISLE COMMUNITY CENTRE, June 1997, prepared by Cochrane PBK.

- Rink slab may last another 5-10 years.
- Arena building walls need joints re-worked
- Brickwork is in good shape
- Structural steel is experiencing corrosion. Roof purlins may need to be replaced, resulting in the requirement for replacing the arena structure with a new one on the existing footings, or demolishment of the arena structure except for main frames.
- Bleachers will need to be rebuilt at Year 5
- Skin of ceiling insulation needs to be patched
- Flashing and caulking has been problematic
- Many doors and windows should be replaced
- Drywall repairs needed
- Flooring in dressing rooms, showers and maintenance rooms and hall/ foyer will need replacement within 5 years, as will skaters flooring in arena
- Higher glass needed on bleacher side of dasher boards.
- Ongoing repairs needed to rink boards
- Dasher boards should be replaced when rink slab replaced
- Electrically, the facility is in reasonable serviceable condition, with a few exceptions
- Mechanically, the facility is in good condition with a few exceptions.
- Identified maintenance costs for 0-5 years total $289,000, for 10 years total $538,000, for 15 years total $110,500 (add $400,000 if pre-engineered arena building has to be replaced), and for 20 years total $351,500.

Town of Flamborough, BUILDING CONDITION STUDY- BEVERLY COMMUNITY CENTRE, June 1997, prepared by Cochrane PBK.

- Minor crack repairs need to concrete floors and rink slab.
- Brickwork is in good shape and maintenance should be limited to flashing and caulking.
- Structural steel is experiencing corrosion. If roof purlins can't be cleaned up, options are to replace arena structure with new one on existing footings or demolish arena structure except for main frames.
- Bleachers will need to be replaced at year 5.
- Metal cladding of roof needs a coating system to prevent further corrosion
- Flashing and caulking need repairs
- Many doors and windows will need to be replaced within 5 yrs

- Skaters flooring in dressing rooms and arena, and vinyl flooring in hall/ foyer need to be replaced in 5 years.
- Both exterior and interior masonry, including doors and windows, will require painting within 5 years.
- Repairs and maintenance to dasher boards should be ongoing
- Electrically, facility is in reasonable serviceable condition, with some exceptions
- Mechanically, the facility is in good condition, with a few exceptions
- Identified maintenance costs for 0-5 years total $395,000, for 10 years total $169,000 (add $400,000 if pre-engineered arena building has to be replaced), for 15 years total $172,300 and for 20 years total $345,000.

Town of Flamborough, COURTCLIFFE PARK PROJECT SUMMARY REPORT, December 1999, prepared by Michael Cooper

- Discusses the future use of a municipally owned, rectilinear, 41-hectare site, located at the convergence of Bronte Creek and Mountsberg Tributary, resulting in being mostly on a floodplain.
- Has been used as a trailer park in past, and there are hazardous remains of utilities and garbage, which Town has fenced off and is preparing to clean up.
- Proposes three main entrances to the park of Carlisle Road (two pedestrian and one vehicular)
- Recommends reorientation and regarding of existing two soccer fields, potential to add lighting, paving roadway and parking lots.
- Recommends a playground of unspecified nature and some spectator seating, picnic tables, pavilion.
- Recommends concession/ washroom facility central to playground, bandshell and skating pond, with heated lobby, running water and septic system.
- Pond to be used for public skating in winter.
- A gravel trail system to be developed
- Maintaining the forest character of a wooded area is recommended, including management of camping.
- Cost estimates over three phases are $228,500

Town of Flamborough, LIFE CYCLE ANALYSIS, March 2000, prepared by Chochrane Engineering.

- A building listing with forecasted expenditures for 5, 10, 15, 20 and 30 years.

Town of Flamborough, MASTER TRAILS PLAN, May 2000, prepared by the staff and volunteers of the Pedestrians and Transportation Happening Safely (P.A.T.H.S.) Committee (as a result of recommendations in the 1991 Parks, Recreation and Leisure Master Plan)

- Recommends development of specific signage
- Additional recommended policies are included to protect trails and determine usage.
- Identifies issues as liability, safe trail use, long-term maintenance, funding sources, user conflict, ease of implementation, safety of users, monitoring, connectivity and trail plan promotion.
- Covers Waterdown, Carlisle and Greensville Trails
- Includes an implementation strategy for short term (including new trail construction and signage to existing) totaling $545,000, medium-term (including paving, entrances and trail marking) totaling $360,000, and long-term (new trail construction, and trail marking of existing trails) totaling $540,000.

Town of Flamborough, ARTS/ CULTURAL CONCEPT PLAN FOR DOWNTOWN WATERDOWN, April 1998, prepared by Garwood-Jones and Hanham Architects

- Analyzes existing facilities of Chestnut Grove (designated heritage building housing Red Cross LACAC, Information and Community Services, Waterdown-East Flamborough Heritage Society. Interest expressed by other groups to utilize premises), Waterdown Library, Waterdown Memorial Hall (currently used as a community hall and theatre. Is leased to Waterdown Lions Club who sublet to a number of community groups) and a vacant building (formerly Bodicea Hall, last used as antiques shops and apartments). Also includes a parking lot separating the Library from the other three properties.
- Chestnut Grove is structurally sound. Doors need to be replaced, and painting is required. Windows are in poor condition and create drafts, heat loss, and poor circulation. Difficult to make barrier-free.
- Former Bodicea Hotel is 130 years old, but has been altered and is not designated heritage. Building is in poor structural condition, with sloping floors and inappropriate spaces for current usage.
- Memorial hall has been a community centre of 75 years. Concrete foundation and walls are sound. Doors, windows and interior finish need upgrading. Electrical system is in poor condition. Lack of space is a problem.
- Waterdown Library has had interior modernized and upgraded with new floor structures, insulation and interior finishes, new exit stairs and elevator, barrier-free washrooms and exterior ramp to

entrance. Generally in very good condition.

- LACAC needs additional storage, parking, and display space
- Red Cross has mostly adequate space but needs private meeting space, additional parking. Would be willing to relocate
- FICS needs 50% more area, better accessibility, and would like to remain affiliated with Red Cross.
- Heritage Society has sufficient space for meetings/ offices, but archive space is inadequate.
- Library occupies a former township municipal building
- Village Theatre has used Memorial hall for 26 years and stages 3 major productions annually. They prefer smaller audiences. Need larger stage area, as well as rehearsal, storage and workroom space. Parking is adequate.
- Arts Flamborough needs display and advertising space.
- Waterdown Rotary Club would be interested in joint fundraising for a new multi-purpose facility.
- Recommends that, once Waterdown Library relocates, that the building be renovated for the relocation needs of LACAC, Red Cross, FICS and other current users in Chestnut Grove
- Recommends that ground floor of Chestnut Grove be available for private sector lease (compatible with an Arts/ Cultural Centre) and second floor be maintained as a residential apartment.
- Alternatives are provided for construction of a new community centre with amenities and program areas suitable for community dramatic and visual arts, and other community uses, as well as office space, etc. They discuss potential demolishment of Memorial Hall and/ or Bodicea Hall, with concept plans and costs.

A Community Vision for Flamborough- PARKS AND OPEN SPACE, February 1998, prepared by Basciano Parkin Limited and Cumming and Company.

Memorial Park:

- A focal point of community recreation activities, with significant area of open green space. Sports fields (2 lit), playground, wading pool, picnic shelter, basketball court, batting cage, passive park space, storage/ concession building and tobogganing. Hosts many annual events as well as outdoor market
- Recommends that Memorial Park remain as the central park green space in Waterdown
- Future park recreation facilities should provide opportunities for year round use by all age groups.
- Should continue to promote safe and convenient access for pedestrians, cyclists and vehicles alike.
- Should the YMCA Community Centre be located in the park, it should be located in the southwest portion of the park.
- Should gradually relocate sports filed activities to new Flamborough Leisure Park.
- Should commence a program of park landscape enhancement
- Future recreation facilities should promote local neighbourhood needs and concerns (i.e. tot playgrounds, basketball courts, skateboarding).
- Vehicular entrance should be located from Hamilton Street to minimize impact.

Flamborough Leisure Park

- Comprises 77 hectares, including designated wetlands and woodlands, as well as opportunities for active recreation facility expansion (about 27.9 hectares). An Imperial Oil Pipeline easement runs through it.
- Recommends that northwest portion be developed for organized sports fields (soccer, ball, rugby, field hockey, etc.)
- Should also develop same areas for basketball, a play court, playground, beach volleyball, water spray pad, skateboard area and picnic/ shelter.
- Multi-functional field be developed to accommodate community functions like car shows, farmers market, fireworks, carnivals, etc.
- Community building should be located in same are, to provide space for community meetings/ offices, storage space, wash and change rooms, and food concession.
- Water management ponds should be created
- Picnic area should be developed near Grindstone Creek Tributary.
- Park-wide trail system should be developed for pedestrians, bikes, interpretive programs, as listed in Trails Master Plan Study.
- Should preserve existing wetlands, woodlands and conservation areas.
- Costing and concept plans are included.

The Town of Flamborough, JOHNSON TEW PARK CONCEPT MASTER PLAN, 2000, prepared by Aquafor Beech Limited.

- Reviews present usage of existing parks in Greensville area; current identified needs of community and concept plan.
- Consists of 25 hectares of land, being farmed until development begins.
- Includes results of site visits to existing parks and school facilities.
- Existing ball diamonds are booked solid, with little or no practice time available for users.
- Lack of soccer facilities, and increasing need.
- Existing tennis courts are sufficient to meet demand.
- Outlines cost estimates totaling $2.5M over 3 phases. This includes 4 "activity nodes": organized sports facilities for summer activities (2 lit ball diamonds and 2 soccer fields, concession/ washroom, playground, picnic area, parking); community oriented activity/ social area (community centre, splash pad/ wading pool, multi-use pad, picnic area, parking, playground equipment); non-structured open space and winter activities (open space for informal play and skating, toboggan hill, trees/ gardens and multi-use pad); and a teen/ young adult area (skateboarding, volleyball, rock-climbing structure). As well, an integrated trail system.

Town of Dundas, RECREATION FACILTIES AND PARKS NEEDS ASSESSMENT, January 1999, prepared by dmA Planning and Management Services.

Strategic Directions Related to Funding and Financing:

- Develop and adopt a formal policy requiring user groups and community associations to co-fund facilities which will directly benefit and be used by these groups.
- Develop and adopt a formal policy providing capital funding support in the form of re-payable loans to organizations wishing to provide community serving facilities and which meet stringent criteria for loan guarantees.
- The Town should adopt a policy of accepting cash-in-lieu of parkland for small parkette sites, except where the land allows the Town to meet other overriding objectives.
- The Town should assess each of its small parkette sites, on the basis of agreed to criteria, to determine which sites can be sold. Funds received should be directed toward the park dedication cash-in-lieu reserve fund.

Strategic Directions Related to Service Delivery Approaches:

1. Through a consultation process, the Town should develop a new facility allocation policy that strongly ensures equitable access to fields and facilities by all segments of the population.
2. In cooperation with sport user groups, the Department should develop a communication approach that ensures consistent and timely communication between the Parks and Recreation Department and groups.
3. The Town should develop user fees that reflect all direct and indirect costs. These costs should be reflected in all user fees. The cost and subsidy should be clearly communicated to groups and the public.
4. The Town should immediately begin the phasing in of user fees for field use for minor groups.
5. The Town should review all current prime time hours of operation for fields and facilities with the intent of identifying opportunities to extend use of existing facilities, and formally adopt new definitions of prime time.
6. Pursue the option of future selected active parkland assembly or use through partnerships with other public authorities.
7. For outdoor and indoor facilities staff should develop accurate costs for development and maintenance of facilities, based on clearly defined performance standards. These costs and standards should be used to determine and communicate user fees.
8. Facilities will be provided in an integrated and multi-purpose manner that reflects a diversity of leisure interests, ages and abilities and responds to the needs of families and individuals who want convenient and accessible services.
9. The Town should formally adopt a policy of intensification of use of existing facilities, where the addition of facility components or a change in approach to scheduling results in a lower net cost while providing acceptable services to the community.

Strategic Directions Related to Service Delivery Levels:

10. The Town should maintain its current level of indoor and outdoor facility provision.
11. The Town should maintain its current level of urban parkland provision at 2.02 ha/ 1,000.

Recommendations for Facility Enhancement or Development

4.1: Recommends the Town of Dundas does not develop a new indoor ice surface in the short term (consider over the long-term only when the existing arenas are both used to capacity and when there is sufficient outstanding demand to ensure near capacity use. I.E. guaranteed 65 hours per week. When and if warranted, consideration should be given to twinning Olympic arena, and only if facility users are willing to pay a surcharge to contribute to capital costs.

4.2: Review the programming of the Dundas Pool, with a view to improving adult and older adult access to the pool.

4.3: By the medium term, commission a study to upgrade the Dundas Pool to include leisure/ therapeutic amenities.

4.4: A new multi-purpose, town-serving community centre should be developed, combining a number of different recreation components at one centralized location.

4.5: If architecturally feasible, the façade of the existing Lions' Community Centre building should be preserved and a new multi-purpose community centre be built on the existing site.

4.6: In the short term, the Department should develop a fitness/ active living centre as part of a new multi-purpose community centre…. Including an aerobics/ fitness/ dance studio with cardio equipment on the perimeter. Should consider alternative delivery mechanisms.

4.7: Regardless of whether or not the Town manages the fitness facility, the Department should develop/ encourage an "active living" programming focus for the new fitness/ active living centre. Should also consider delivering programs or facilitating the delivery of programs through others.

4.8: In the immediate future, the Department should make a concerted effort to re-negotiate a reciprocal or community use of schools agreement with a view towards maximizing community access to Board of Education gymnasiums and auditoriums during evenings and weekends.

4.9: As a primary component of a new multi-purpose community centre, it is recommended that a large multi-purpose room/ gymnasium be included, with ceiling height, dimensions and floor surface suitable for a variety of active indoor activities such as basketball, volleyball, badminton, floor hockey, etc.

4.10: Include a multi-purpose room suitable for youth programming in a new multi-purpose community centre, including a lounge/ socialization and larger activity area, and located in proximity to other programming spaces within the centre used by youth. It should have windows and access to the outdoors, access to washrooms and kitchenette, and sufficient storage for large programming equipment.

4.11 The new community centre should include both dedicated seniors-only space appropriate to the Seniors Club needs and appropriate access to other spaces within the community centre, such as gymnasium, arts and crafts space, etc.

4.12: The new multi-purpose community centre should include a multi-purpose arts studio space capable of accommodating a variety of arts and crafts programs and activities, flexible enough to allow for a number of different uses.

4.13: The new community centre should include a medium sized programming room (2000 sq. feet), which is versatile and can be reconfigured to respond to changing leisure needs. If the multi-purpose rooms are arranged as a "bank of rooms", more uses could be accommodated.

4.14: Dedicated banquet facilities and small meeting rooms should not be provided in the new community centre.

4.15: It should include a small area designated as shared office space, for use by not-for-profit community organizations on a rotating/ occasional basis.

4.16: In co-operation with organized ball diamond user groups, the Department should light and upgrade two existing ball diamonds to a standard suitable for adult competitive play, to accommodate outstanding demand. The Department should work closely with user groups to determine their ability to raise funds to help cover the cost of these improvements

4.17: In consultation with user groups, the Department should review the timing and process of pre-season scheduling of ball diamonds to ensure that the needs of all groups are met.

4.18: The Department should review their process for dealing with safety hazards, complaints and related requests from all outdoor user groups with a view towards formalizing the process, ensuring fair and equitable treatment of all groups, and ensuring greater accountability for completing work required. This will likely involve developing a mechanism for tracking the request through the Parks and Recreation Department.

4.19: The Department should continue to work towards re-negotiating their reciprocal agreements with the School Boards, with a view to improving evening access to outdoor facilities by user groups.

4.20: By the long term (2021), the equivalent of one additional lit diamond may be required to meet the needs of new and emerging user groups. Due to land constraints, opportunities to upgrade existing facilities to meet this need should be pursued first (lighting, expanding outfield, etc.), before development of new facilities is considered. Need for these upgrades should be re-assessed at this time to ensure sufficient outstanding demand.

4.21: In the short term, it is recommended that the Department review scheduling of municipal fields to ensure that all soccer fields are scheduled to capacity Monday through Friday before considering improvements to the soccer facility inventory.

4.22: In consultation with all affected user groups, the Department should evaluate the merits of converting the existing lit baseball diamond into a soccer field at Olympic Park and consolidating soccer facilities at this location. This could only be achieved if a suitable location for men's baseball is located elsewhere, or if user groups were willing to fundraise for improvements to an existing diamond suitable for accommodating their needs. This will require considerable negotiation among the groups and the Department.

4.23: The Department should work with the soccer groups to provide an additional practice field at Olympic Park in the short term. The Department's commitment should be only towards funding a very basic level of service for this practice field on the condition that existing soccer groups fund the remaining improvements.

4.24: By the long term (2021), the equivalent one additional lit soccer field may be required to meet the needs of new and emerging user groups. To meet the needs of these groups, we would recommend the Department to consider lighting and upgrading existing fields to a standard suitable to accommodate adult competitive play before building new fields. Need for these upgrades should be re-assessed at this time to ensure sufficient outstanding demand. If demand for ball diamonds decreases over the long term, it may be possible to convert ball facilities to soccer fields to meet increased demand for this sport.

4.25: As the Town approaches its ultimate population, one additional tennis court may be required to meet demand from new population growth. At this time, the Dundas Tennis Club should provide the Department with information to demonstrate the need for this new court. If such a need can be substantiated, then the Department should proceed with a site investigation and, if feasible, develop a new court with the financial assistance of the Club.

4.26: The Department should monitor the use of existing outdoor courts and consider development of additional outdoor multipurpose courts where interest has been verified and there are complementary facilities. Outdoor courts should be considered in large community parks in new development areas where there is sufficient space to buffer disturbance to nearby residents. Other possible locations could be adjacent to new and existing community recreation facilities, courtyards within urban development areas, etc. These courts should be high quality and at least half-court size to ensure that residents of all ages and abilities can make use of them. Opportunities to develop these facilities in partnership with Boards of Education, community associations or other groups should be fully investigated.

4.27: We would not recommend development of more lawn bowling facilities at the present time. The Department should continue to monitor demand for lawn bowling facilities, with the assistance of the Club.

4.28: In the short term, we would recommend that the Department investigate options for providing hard surface trails within the Town to accommodate roller-blading and cycling. While we would not recommend that sections of walking/ hiking trails through natural areas or along natural waterways be hardened, there may be opportunities to harden a section of the rail trail and link this up with a series of roadways with designated bike/roller blading lanes to create a loop trail. These options will have to be investigated further with Conservation Authority, and other related parties etc.

4.29: We would recommend that the Department develop one outdoor waterplay feature/ splash pad by the medium term of this plan (by 2010). This facility should be developed as a complementary facility to other recreational opportunities, either as part of a large park with other amenities, or adjacent to other community recreation facilities (i.e., the Dundas Pool).

5.1: The municipal parkland classification system currently outlined in the Official Plan should be expanded to include a fifth category of Community Parks, to better recognize those parks which serve a number of neighbourhoods and include a mix of active and passive features *typical* of municipal parkland.

5.2: The name of the Municipal Park category should be changed to Town Park, to better reflect the Town-wide function of this type of park and the *unique* or *special* features typically included.

5.3: The proposed changes to the municipal parkland classification system should be adopted and incorporated into the Official Plan that is currently being reviewed. The five tiered system should include: Local Parks, Neighbourhood Parks, Community Parks, Town Parks, and Natural Areas.

5.4: The existing standard of 2.02 ha/ 1,000 should continue to be applied as a future standard of neighbourhood and community parks. The future provision of Local and Town parks should not be based on a standards approach, but should be based on the needs of a specific location, opportunity, and/ or facility assessment.

5.5: Future population growth will generate the need for a total of 3.6 ha of municipal parkland. To accommodate future needs for active sports facilities, it is recommended that 1 Community Park (as defined by this Plan) of at least 4 ha be developed by the long term of this plan.

5.6: It is recommended that with the exception of unique situations (i.e., where there is a need for urban greenspace in downtown areas) the Department should collect the "cash-in-lieu" in favour of acquiring small parcels of land (less than 1 ha).

5.7: The Town should concentrate on the acquisition of a larger land assembly for active and passive activities that would be consistent with the recommended hierarchy of parks.

5.8: The Official Plan should adopt a policy in support of Section 42 (2) of the Planning Act, which allows for dedication of land at a rate of up to 1 ha. per 300 dwelling units where higher density residential development is proposed.

5.9: It is recommended that the Department review existing "tot-lots" and other lands in its ownership less than .08 ha that cannot be consolidated with other parcels. Based on this review, those lands that do not meet important community needs should be sold and the funds re-directed towards future land acquisition.

5.10: To achieve park and open space system objectives, the Town will need to continue to employ other strategies beyond parkland dedications, utilizing other means within the Planning Act as well as non-legislative mechanisms.

5.11: The Dundas Official Plan should be amended to include a policy statement in support of the Conservation Authority's Plan Review Guideline establishing and maintaining a minimum of 7.62m building setback from the natural crest of a ravine.

5.12: The Department should develop a program for community awareness and education on environmental issues to foster stewardship of environmental lands, and to generate support and involvement for environmental initiatives. The support and collaboration of other departments, agencies (Boards of Education, Conservation Authorities, and Region), local residents, interest groups, private sector, and the development community should be sought.

5.13: The Department should continue to investigate, develop and implement partnership opportunities and to implement community involvement in parks and open space development and maintenance with such programs as Adopt-A-Park, Adopt-A-Trail, stream clean-up and planting days, and other initiatives involving citizens, local interest and community groups, schools and corporate sponsors.

5.14: The Department should assist in the creation and support of interest groups or foundations which can apply for special funding of environmental projects from sources not directly accessible to the municipality.

Facility Analysis

Outlines 1999 inventory as well as analysis of usage and projections of future needs.

City of Hamilton (old) Culture and Recreation Department, INFRASTRUCTURE STUDY ON FACILITIES, January 1997, prepared by IER Planning, Research and Management Services. A number of recommendations resulted:

Facility Design

1. The Department should adopt design guidelines for all existing and future facilities that are in keeping with social and leisure trends. These guidelines will describe a preferred approach to the design of program spaces, amenities for users, safety and support services and the relationship between functional areas of the facility. These guidelines should be regularly updated.
2. The approved design guidelines should be the starting point for the design of all new facilities.
3. Existing facilities should be evaluated against these design guidelines and opportunities for upgrading identified and costed.
4. Existing facilities should be upgraded to conform to the design guidelines if warranted based on the cost, anticipated revenues and improved service to the community.
5. The Department should adopt design standards for existing and new facilities that set minimum requirements for facility components, changeroom size, parking and access.
6. Investigate the potential in all existing and planned facilities to create a more welcoming atmosphere, opportunities for social interaction, and enhanced amenities and services for visitors.
7. Where possible and financially feasible, upgrade existing facilities to create a welcoming, supportive and social environment.
8. When retrofitting or adding to existing community facilities, or developing new facilities, flexible components should be developed that can accommodate a variety of users and can be reconfigured as populations and uses change.
9. As required by law, future development must adhere to the requirements of the Ontario Fire Code, the Ontario Building Code and the Ontario Electrical Safety Code, in order to minimize risk and ensure that health and safety considerations are addressed. Upgrades/ improvements should be undertaken to ensure that existing facilities meet the minimum requirements of these codes, even in instances where

such improvements/ upgrades are not required by law.

10. Future community facilities should be completely accessible to all members of the public, and existing facilities should be renovated/ upgraded, where possible, to ensure barrier-free access to all amenities and components.

An Approach to Facility Provision and Planning

11. The Department should adopt a facility hierarchy which incorporates three levels of facility provision: Neighbourhood, Community and City. The facility hierarchy should be applied as the first step in assessing future facility development priorities and locations, and should also be used to assign priority to the redesign and redevelopment of existing facilities, where possible and appropriate.
12. The facility hierarchy should be used to plan the location and preferred service area for all new facilities developed in the City of Hamilton.
13. Existing facilities which do not conform to the hierarchy adopted by the Department should be identified.
14. Facilities that do not conform to the hierarchy and have reached the point where costly repairs and renovations are required should be closed and relocation if warranted based on a detailed evaluation of the financial and service implications.

Revenue Enhancement and Cost Containment

15. Future community and City serving facilities should be developed based on a centralized facility development model.
16. If possible and warranted based on the market to be served, and other relevant considerations, new community and City serving facilities should be joined to existing facilities.
17. Prior to investing in the repair and replacement of existing older facilities, the Department should investigate the long-term costs, benefits and service implications of replacing these facilities.
18. The Department should continue a program of energy efficiency upgrading in its recreation and cultural buildings.
19. The Department should investigate opportunities to upgrade facilities with amenities that will enhance use and improve net operating costs.
20. A program for upgrading outdoor pools and redesigning some indoor pools should be investigated. If sufficient revenue from additional use of recreational amenities can be generated to pay for the capital costs and justify the increased level of service, improvements should be made to the pools.
21. Where possible and appropriate, the City of Hamilton should include features in recreation and heritage facilities which generate revenues. These revenue-producing features should be investigated in partnership with others, including the private sector.

Partnerships

22. Where new or rebuilt school facilities are contemplated, a concerted effort should be made to develop new community and school facilities on a common complex with the shared use of appropriate facilities to eliminate duplication, increase user opportunities and reduce costs.
23. Joint facility development, if pursued with the Boards of Education, must be complemented by new operating and management agreements that allow for greater community access and shared programs and services.
24. Where there are cost savings to the City in terms of capital development and where important Corporate objectives such as economic development, tourism development and downtown revitalization can be met, the City of Hamilton should continue to pursue joint ventures with other major providers of leisure or related services to the City.
25. The City should explore private-sector partnerships for the development and/ or operation of facilities when this is consistent with the Department's service objectives and represents a cost-savings for the municipality.
26. The City should investigate alternatives to the Department's management of new or upgraded community recreation facilities where it appears that service levels can be maintained or enhanced and cost savings may be realized.

Facility Planning and Budgeting Process

27. The Department should establish a formal capital budget process, that is more closely integrated with a broader planning process that is communicated to other Departments contributing to the Culture and Recreation Capital budget and forecast. Further the Department should seek agreement on both the process and evaluation criteria.
28. The Department should establish capital budget evaluation criteria and further should weight these criteria according to their importance. These weighted criteria should then be incorporated into the capital budget development process on an annual basis.
29. The Department should adopt a computerized facility monitoring and inventory system to assist with

long-range capital forecasts.

30. The City of Hamilton through Departments and Divisions which maintain and manage municipal recreation, culture and parks facilities should establish a facility infrastructure reserve fund to provide more stable funding for infrastructure remedial and redevelopment work.

The report also contains an analysis of 13 facilities, including a general evaluation of the physical condition of each facility, a strategic assessment of the development potential for each facility, order of magnitude costs for each broad category of improvement/ upgrade identified, and identification of "future role" for each facility evaluated. Various options are presented.

Recreational Facilities:

- Scott Park Arena
- Rosedale Arena
- Mountain Arena and Skating Centre
- Lawfield Arena
- Coronation Arena
- Eastwood Arena
- Bennetto Recreation Centre
- Dalewood Recreation Centre
- Westmount Recreation Centre
- Chedoke Golf Course.

Cultural Facilities:

- Hamilton Children's Museum
- Stable at Whitehern National Historic Site
- 1913 Pumphouse at the Hamilton Museum of Steam

City of Hamilton Museums, STUDY OF COLLECTIONS: STORAGE CONDITIONS AND NEEDS, September 1990, prepared by Therese M. Charbonneau Fine Art Conservation Ltd.
Recommendations include:

- Storage Areas: 10,500 square feet be allocated for artifact storage, excluding Children's Museum. Artifacts should be stored according to material classification and separate from archival storage. Environment control very important
- Equipment and Furnishings: Need to consider environmental control, illumination, dust control, security and storage. Outlines how different objects should be stored
- Facilities List: Need an artifact receiving area, artifact holding and inspection room, registration office, clean workshop, dirty workshop, curatorial work/ research area, general storage, staff support facilities, exhibition room.

Huntington Park RECREATION CENTRE BUSINESS PLAN, date unknown, prepared by old Hamilton Department of Culture and Recreation.

- This district Business plan is one of a number (16?) developed by staff in the Old City of Hamilton.

Township of Glanbrook, CULTURAL AND RECREATIONAL REVIEW, 1999/ 2009, prepared by the Recreation Review Committee

City of Hamilton (old) INFRASTRUCTURE STUDY- TECHNICAL BACKGROUND REPORT ON CULTURAL FACILITIES, September 1996, prepared by Sears & Russell Architects Limited

City of Hamilton (old), WEST HARBOURFRONT DEVELOPMENT STUDY, November 1995, prepared by WHDS Steering Committee. (Clem thinks Waterdown plan also includes waterfront info. TBC)

Town of Ancaster, CULTURE, PARKS AND RECREATION MASTER PLAN, May 1992, prepared by Monteith Zelinka Limited.

- Lists municipal recreation facilities, open space standards, and provides programming recommendations.

Former City of Hamilton, ICE PAD NEEDS ASSESSMENT, April 2001, prepared by Monteith Planning Consultants.

Hamilton-Wentworth OFFICIAL PLAN. TOWARDS A SUSTAINABLE REGION, December 2000, prepared by the Regional Municipality of Hamilton-Wentworth.

Town of Dundas, OFFICIAL PLAN, November 2000

City of Hamilton, OFFICIAL PLAN, February 2001, prepared by the Planning and Development Department.

Town of Ancaster OFFICIAL PLAN, February 1999

Township of Glanbrook OFFICIAL PLAN, December 2000

City of Stoney Creek OFFICIAL PLAN, April 2001

The New! City of Hamilton, DEVELOPMENT CHARGES, January 2001

- Highlights plans from former municipalities and states that status quo is in effect

The Township of Glanbrook, DEVELOPMENT CHARGES BACKGROUND STUDY, August 1999, prepared by HEMSON Consulting Inc.

Town of Ancaster, DEVELOPMENT CHARGE BACKGROUND STUDY, date unknown, prepared by C.N. Watson and Associates Ltd.

- Note: Only Parks and Recreation portion provided.

Town of Dundas, DEVELOPMENT CHARGES BACKGROUND STUDY, July 1999, prepared by C.N. Watson and Associates, Ltd.

- Note: Only Parks and Recreation portion provided

City of Stoney Creek, DEVELOPMENT CHARGE BACKGROUND STUDY, May 1999, prepared by C.N. Watson and Associates Ltd.

Hamilton-Wentworth, DEVELOPMENT CHARGES BACKGROUND STUDY, June 1999, prepared by Marshall Macklin Monaghan Limited

The Town of Flamborough, DEVELOPMENT CHARGES BACKGROUND STUDY, June 1999, prepared by HEMSON Consulting Ltd.

CORPORATE ENVIRONMENTAL POLICY STATEMENT

The New! City of Hamilton Better Services at Lower Cost, CULTURE AND RECREATION TASK FORCE REPORT, June 2000, prepared by the Transition Board.

New City of Hamilton, ENVIRONMENTAL REMEDIATION AND SITE ENHANCEMENT (ERASE) COMMUNITY IMRPOVEMENT PLAN (The Brownfield Study), March 2001, prepared by the Economic Development Department.

The New! City of Hamilton, PUTTING PEOPLE FIRST: THE NEW LAND USE PLAN FOR DOWNTOWN HAMILTON, 2001 (Secondary Land Use Plan).

Hamilton Region Conservation Authority

- MOUNT ALBION CONSERVATION AREA- MASTER DEVELOPMENT PLAN, October 2000, prepared by Watershed Planning & Engineering Division
- FIFTY POINT CONSERVATION AREA MASTER PLAN UPDATE 2000, May 2000, prepared by HRCA
- STRATEGIC DIRECTIONS FOR THE NEXT FIVE YEARS, date unknown.
- DUNDAS VALLEY CONSERVATION AREA MASTER MANAGEMENT Plan, April 1997, prepared by HRCA
- CONFEDERATION PARK MASTER PLAN, October 1997, prepared by HRCA

Ontario's Niagara Escarpment, THE NIAGRA ESCARPMENT PLAN (1994), Office Consolidation February 2002,.

Hamilton Port Authority Terms of Reference, LAND USE PLAN, May 2001

- A long-term policy document with a twenty-year horizon, to be reviewed every 5 years.
- Ensures the Port is used appropriately and properly integrated into the community
- Provides guidance in its land use decision-making process
- Includes a Visioning Workshop conducted Nov. 2/01

Get Hamilton Trails Master Plan

Council Decisions and Policy Documents

- Reciprocal Use of Facilities Agreement (June 13, 2000)
- VISION 2020 in the City of Hamilton (February 1, 2002) (USE IN SECTION 3.2, HIGHER LEVEL PLANS)
- MISSION, VISION, VALUES AND GOALS, February 2002, as agreed to by Staff
- CULTURE AND RECREATION USER FEES- 2002 (December 18, 2001)
- CULTURE AND RECREATION USER FEES (April 27, 2001)

- COMMUNITY SERVICES FEE WAIVER POLICY (October 9, 2001)
- COMMUNITY SERVICES DEPARTMENT- FACLITY FEE WAIVER POLICY (November 29, 2001)
- 2002 COMMUNITY GRANTS STRUCTURE/ PROCESS (October 9, 2001)
- CULTURE AND RECREATION ACCESS POLICY- "CARE" (April 11, 2001)
- CHEDOKE WINTER SPORTS PARK (April 27, 2001)
- The New! City of Hamilton COMMUNITY GRANTS PROGRAM, POLICIES AND PROCEDURES, 2001
- ZERO TOLERANCE POLICY MANUAL, Revised Sept. 12, 2001

Appendices

Appendix C
Input From Community Groups

Summary of Interest Group Interviews
Summary of Interest Group Questionnaires
Arts Forum Meeting Notes
Youth Forum Meeting Notes

PERC

City of Hamilton- Parks, Culture and Recreation Master Plan
Summary of Interest Group Interviews

Carried out Oct/ 01 through Jan/ 02 by Clem Pelot and Brian Johnston

Group Interviewed	Representative	Most Important Needs, Issues Or Concerns, If Any
1. St. Joseph's Hospital	Jeff Whattam	• Hamilton has a high % of residents with mental health problems, and illness has a stigma • Need to train City staff in special needs • Lack of daytime activities for adults • CARE program needs publicizing. Cost of programs to those with mental disabilities is a barrier.
2. Volunteer Hamilton	Liz Weaver	• Priority groups include seniors, youth, special needs and diverse cultures • City shouldn't reinvent wheel, and should recognize community capacity to serve itself • City should play community dev't role • Ensure cohesive and coordinated approach and be willing to share leadership with other partners
3. Hamilton Amateur Fast Pitch	Doug Parry	• Need better tournament facility • Need a city-wide group representing fastpitch • Need consistent maintenance standards • Would support reactivation of Hamilton Baseball/ Softball Council
4. Hamilton Regional Arts Council	Patti Cannon	• Have 280 individual and 30 org'l memberships • Want to maintain (not increase) City funding for the arts • Want a performance centre (betw. 60 and 795 seats) • City should acknowledge importance of arts
5. Hamilton Basketball Association	Ken Mayo	• Want access to "quality" gym time • Need a forecast of future facility rental costs • Scheduling of gym time should be streamlined
6. Winona Peach Festival	Dorothy Charlton	• Want to maintain current service-in-kind arrangments (100 tables and 120 garbage cans) • Peach Hut needs foundation/ floor ($15-20 K) • Open to partnership • Want hydro upgrade completed (safety concern).
7. Hamilton Girls Hockey	Sue Gibson	• 320 girls, age 5-19 (14 house/ 9 competetive teams) • Gender equity policy from old Hamilton should be endorsed by New • Want increased ice time for girls • Want City to mediate discussion of structure of league
8. 1st Mount Hope Scout Movement	Jean Ausher	• Want a formal usage agreement with Lions Club Hall- concerned about future use of facility • Telephone needs to be repaired • Want to formalize operation agreement with City • Not sure who their City contact is

9.	Soccer Groups	5 clubs	• 16,000 youth players, 17 clubs and growing • Indoor soccer also growing- facilities are needed • Lack of fields the top priority! • Need a policy for setting up field allocations (inclusive of clubs, and community-minded) • Availability of facilties for indoor soccer, incl. School gyms (practices), domes (private) and City (converted arenas an option) an issue • Would like more city prescence/ information at AGM • Would like City to broker meeting with school boards to discuss community use of schools/ fields . City could maintain school fields used by community groups
10.	Flamborough Park Sub Committees	(5 of 10 represented)	• Should set up a 50-50 funding model for minor capital projects (allowing quick approval) • Continue providing staff resource for meetings • Need help with volunteer recruitment and recognition
	Culture and Rec.	Dale Wood	
	Greensville	Linda Tew	
	Sheffield	Joan Milder	
	Sheffield	Gwen Simmons	
	Sheffield	Sheila Main	
	Rockton	Frank Adams	
	Rockton	Heather Stephens	
	Rockton	Morgan Crewson	
	Westover	Ross Hopkins	
	Valens	Ivan McPhail	
	Valens	Walter MacNeil	
11.	Community Activities Program (CAP)	Nicki Coulson	• Special needs programs in 7 locations • Need City facilities available at 9am weekdays • Need consistent rental and membership rates for City Centres • City staff and other user groups need training/ awareness re special needs
12.	Hamilton East Kiwanis Boys' and Girls' Club	Glenn Harkness	• Longstanding positive rel'n'p with City • City should follow through on "promise" for 2002 renovation • City should maintain current financial commitment to annual operating cost • Keep BGC in mind for future alternate service delivery- open to further partnerships
13.	Hamilton Women's Hockey League	Bev Mallory	• NO regular ice time at City arenas. Current privately owned facility that is used is in bad shape • Demand is growing, can't accommodate new teams • Need consistent facilities and regular ice time • Need affordable meeting space, and can pay
14.	Hamilton Cricket Club	Saied Mohammed	• Facilities at Churchill Park inadequate to permit growth • Need better change facilities, washrooms, storage • Receptive to cost-sharing half and half • Grass cutting should reflect user needs • Field repairs needed
15.	Ancaster Community Committee	Karen Vogt	• Need volunteer development • Need City staff contact and staff support at meetings

16. McMaster University, Dept. of Athletics and Recreation	Thérèse Quigley Les Miller	• Would like to partner with City to develop new track and field facility (Superbuild criteria requires municipal partnership) • Want an aquatic plan to coordinate usage of pools • Need to do feasibility study of upgrading 50m pool • Want a long-range sport tourism plan and Council to coordinate major events
17. East Mountain Baseball	Mike Ryan	• Should keep local kids on local fields • Satisfied with current time slots/ diamonds. Have invested $40K in those facilties • Potential to add 2 diamonds at Mohawk, one lit
18. Mental Health Groups a) Disability Info. Service helpline b) Brain Injury Services of Hamilton c) Hamilton Program for Schizophrenia d) Meaningful Activities Plannin and Services (MAPS) e) St. Joseph's Healthcare Recreation f) McMaster Medical Centre, Recreation g) Mental Health Rights Coalition	Fiona Wilson Sandi Mugford Helen Manning-Valois Lisa Detwilor Fiona Wilson Jeff Whattam Nancy Newton Deb Sherman	• Need better understanding of special needs services of City (e.g. subsidized membership) • Need better understanding of CARE program • Lack of awareness in the community • City should play facilitator role- better communication • City should have Special Needs Advisory Board • City staff need better training on special needs
19. Binbrook Little Theatre Inc.	Sue McCormick	• Want to know future of their building so they can fundraise for upgrades. Need stability! Want exclusive year-round use of upstairs. Want to add downstairs room to lease • Want to discuss building improvements (and will pay)
20. Glanbrook Girls Softball	Karen Friesman	• Fields need upgrading and repairs- risk of injury on main field • User fee formula no longer works. Is costing too much per player. • Club does all maintenance except grass cutting
21. The Equestrian Associaton for the Disabled (TEAD)	Hilary Webb	• Need stable home for program (purchase farm) • Need ongoing operating (core) funding • City should designate a special needs coordinator to assist
22. Glanbrook Soccer Ancaster Soccer	Don Clowes Mark Swire	• 1550 players, 107 teams, mostly kids in Ancaster • 700 kids in Glanbrook • Averaged 12% growth each of last 3 years • City should recognize $$ contribution to fields by clubs and give priority access • Want free promotion in City guides
23. Saltfleet Figure Skating Club Inc.	Melissa Shuber	• Want to retain Saturday ice time at Saltfleet arena • Poor maintenance standards at arena • Want improved, more accessible, spectator seating area.

		• Want to recover week of ice time lost to minor hockey, otherwise are satisfied with hours • City should provide list of key contacts for user groups
24. Hamilton Minor Football	Jim Gamble	• 5 new teams in last 5 years • Want a dedicated field, two weeks earlier in season • Want a scoreboard at Mohawk (are willing to share cost) • Need on-site storage facility for off-season
25. Minor hockey groups: Hamilton-Wentworth Flamborough Girls Stoney Creek Flamborough Stoney Creek Girls	 Peter Martin Wayne Ego Diane Skirving Doug Welland Jim Davis	• Upgrades to existing facilities and new facilities are urgently needed! • City should take more leadership in planning renovations • City should help with coordination of scheduling • Believe in "community-based" model • Most minor hockey programs are full (9000 players) • City should compare growth of pop'n/ growth of partic'n to growth of facilties • Don't forget adult users of arenas- look at statistics • Consider undersized "practice" pads as additions to existing as well as stand alone arenas
26. Hamilton-Wentwork District School Board	Daryl Sage Judith Bishop	• 135 schools plus vacant sites, 60,000 students. Minimal growth anticipated • Surplus of schools north of link- plans to close 26 schools • Have 6000 empty spaces in system and can't build until they are full or property disposed of. • Interested in joint facility planning with City -have 2 vacant sites on south side of link (25 and 30 acres) • Want reciprocal use agreement (for arenas and gyms) with City. Status of agreement TBC • Board Chair wants an integrated approach to recreation, including schools in the process.
27. Hamilton Catholic District School Board	Rob Dunn	• 61 schools and vacant sites (3 more planned) • Will continue to have excess capacity in core area and excess demand in outlying areas • Not as much reciprocal use as public board • Kids basketball programs growing fast • Problem with non-authorized groups using fields on weekends and doing damage • Increased demand for use • Secondary School football fields have more capacity for public use. • Want to look at reciprocal agreement for higher level maintenance in return for more public access
28. YWCA	Jill Rimble	• 2 locations, each with pool, fitness centre, gyms • Interested in talking about seniors centres and day programs for adults • Have done feasibility study for 3rd facility (looking for capital grant from Superbuild, perhaps with 1/3 from City) • Looking at taking over vacant spaces (eg. Vacant church in Dundas for a seniors centre), but in cooperation, not competition with City. • Will partner with City where possible

29. Hamilton Farmers Market	Stephanie Miller	• Want promotional assistance, including City Guide • Parking a big issue • City should help with structural upkeep of facility
30. Hamilton and District Oldtimers Soccer League	Malcolm Spence	• 34 teams • Good rel'n with City, but have to go privately to get fields • Lack of fields (for all age groups and all sports) • Overuse of current fields • Multi-use activities destroy fields • Schools no longer let indoor soccer use b.c. liability • Maintenance a problem on school board fields
31. Community Activities Programs for Children (CAPC)	Sandy Shaw	• Need community meeting space (subsidized, accessible). City could help identify and promote space • City should continue to expand support to community groups and agencies who provide services • Potential for City to support dev't of a Hamilton Community Map (interactive GIS application to track indicators of health and well-being), provide data, etc.
32. Dundas Little Theatre Theatre Ancaster	Mike Wierenga Al Croxall and Gord Conroy	• Dundas building needs repairs ($33K estimate) and $$ • Ancaster needs larger (400 seat) venue • Need $$ and chance to take risks • Numbers growing each year. • City should help with promotion
33. Recreation Mentoring Program	Tom Anderson Brenda Mills Miriam Elbard	• 5,000 active clients (Child & Family Centre) • 50 kids annually (and growing) in Recreation Mentoring Program. • Key partnerships with other organizations • Need ALL City recreation centres participating • Subsidies not consistent • Recommend a broad city standard/ policy
34. Ancaster Cyclones Softball Club	Mike Blonski Pete Paci Carol Ramage	• 12 players and coaches who play at prov. Assocation. Will likely continue as a single team • Competition for field time an issue • Permitted slots not being used is an issue. • Need more lit diamonds in Hamilton • Don't know who City field allocation contact is
35. Dundas Valley School of Art	Arthur Greenblatt	• When they reach capacity, will be looking for space for outreach programs- City could help find space • Need better communicaton with City (eg. Grants info, special events, etc.) • Limited ability to provided subsidized spaces • City should treat arts as "value-added" • City should emphasize "local", not just Hamilton Place • Need to link with new Tourism Board
36. Dundas Figure Skating Club	Tom and Karen Falls	• NFP • Sufficient ice times / good rel'p with City staff • Concerned that other orgs are paying less for similar ice in other arenas

37. Dundas Valley Skating School	Tom and Karen Falls	• For profit • Ice times and amount of time are okay • Coaches would like access to offices • Want more flexibility in ice time (to add or delete) • Don't know who City contact is
38. Velanosi Power Skating	Marilyn Velanosi	• For profit, 25 years old • Need more winter and summer ice time to decrease user ratios and open to more participants • Concern that some org's not using ice slots
39. Ancaster Senior Achievement Centre	Bob Hart and Board members	• Would like City to LISTEN, not tell them how they should be • Ownership of building an issue- City owns but has done no upgrades or upkeep- want to discuss taking over themselves • City hours of staffing and level of service an issue • Want to partner with other seniors groups to be part of overall services for seniors
40. Ancaster Tennis Club	Jim McKeon	• 510 membership for 3 courts; waiting list of 120 people • Want to expand courts (by relocating lawn bowling or expanding into open space). If City added 2 courts, Club would pay for winter bubble. • Need to replace/ expand existing clubhouse • Longer term, need improved lighting
41. Friends of Children's Museum	Caroly McCann Michelle Franks	• Have run out of space (storage, special exhibits) Need a 20-25,000 sq. ft. dedicated building (climate-controlled)- could use same site. Capital cost would be $7million. • Potential to increase program revenues with increased space. • City hiring a consultant to do review fundraising and governance • City is rewriting volunteer policy for museums
42. Ancaster Municipal Lawnbowling Club	Lock Morgan	• Want to develop better facility (options are implementation of James Smith Community Park Phase II or changes at existing location to accommodate expansion of tennis courts. • Worried that City will change maintenance standards • Club would consider contributing $$ to capital project
43. Hamilton Challenger Baseball Association	Mike Moore	• Baseball, social events and mtgs for special needs. A strong and growing program • Areas around diamonds need shade/ rain structures. Diamond surfaces are rough. • Need more diamonds • Have been saving $$ to contribute to a new designated facility with equipment storage, accesible, etc.
44. F.H. Sherman Recreation and Learning Centre (Dofasco)	Paul Simington Gemma Di Diovanni Dennis Verestiuk	• Private site has 2 arenas, 100 acres (65 developed), 12 FT employees. • Employee-only and public facilities/ programs/ events • Haven't talked much with City in past
45. Gourley Neighbourhood Park Committee and	Karen Marcoux	• Fewer services available from City. New City no longer prioritizing events like Aquafest.

Gourley Park Community Assoc.		• Not enough recognition from City • Want programming assistance from City • Lack of public transportation available to facilities • Would like City to facilitate mtg of recreation committees • Access to schools a barrier
46. St. Claire Park Committee	Marg Ripley	• Want to be part of City directory, and find rules inhibitive • Not enough City support/ communication. Getting equipment for events too paper intensive. • Want spray pad replaced • Keep Supie play program
47. Hamilton Philharmonic Orchestral	Jack Nelson Michael Reason	• City grant of $125K (other 2/3 of revenue come from subscriptions and fundraising). No increase in many years • Want to be inclusive, not elite (link to community) • Need some scheduling coordination by City (with other groups) • City should recognize value of arts
48. Canadian Centre for Studies of Children at Risk	Dr. Dan Offord	• A community resource available to local residents • Do an annual report on how, youth and children are doing in Hamilton
49. Chedoke Ski Hill	Stephen Hill (racing club) Mac Walker (special olympics) Pat Melmer (disabled ski group) Fred Bramberger (Friends of Chedoke)	• Unique facility, accessible by public transport • Equipment/ facilities in need of major repairs • Racing club has 80 member competitive and 40 member non-competitive teams • Ski school operated by City • Friends of Chedoke promote- City traditionally hasn't • Potential for 4-season operation with golf?
50. All Star Jazz Band	Russ Weil	• In major growth with 5 CDs, volunteer-run, no staff, no fees • Would like to start youth programs, but lack space. Currently 3 bands practicing in 3 different schools. • Would like to offer day programs for seniors • Would like to partner with City (City provide space and they pay for operating costs). • See themselves as community builders
51. Action 2020	Sarah Cairns	• Concerned about hard sell of eco-tourism, user fees and condition and low numbers of facilities • When assessing rec'n facilities in future, should consider access by public transit.
52. Scott Park Baseball	Bob Lively	• Youth softball league in low income area • Fields are in rough shape because cars drive over (for parking during Hamilton Tigercats games). Outfields need to be tilled, soiled and seeded. • Need storage and meeting room space, washrooms • Would like bleachers at each diamond • Lights at diamond would be good
53. Youth Net Hamilton	Amy Buma	• Would like a "connection" to recreation • Youth want to be involved/ listened to

54. Flamborough Leisure Park	John MacLennan	• Trail development is a priority, both internal and linking to other trails. • Have plans but still looking for funding to build interpretive centre • Superbuild recommendation for redevelopment of Memorial Park as a town square
55. Ministry of Tourism, Culture and Recreation	Karen Daniels	• Should define future roles with City. Should share info with City regarding funding to groups, levels of support, communication-sharing
56. Hamilton Conservation Authority	Scott Konkle	• Manage 3600 hectares of natural areas • Will do a feasability study for trails and would like to involve City. • Would like to link together all their agreements with City for park/ trail operation • Promote and protect the escarpment and Bruce Trail
57. Dundas Little League	Les Fenyvesi	• Might be interested in cost-sharing minor capital projects. • Want to involve more volunteers • Not clear on rel'p with "new" City of Hamilton • Deteriorating facilities (dangerous planking on seats, back-stop, "foul ball" fishnet has been down for four years, sewage backup problems, poor infield conditions)
58. Hamilton Community Foundation	Lindsay Williams	• Evolving role in community to more pro-active approach • New Neighbourhood Grant Making Program (rec'n can be the conduit, getting people engaged, etc.) • New endowment fund for children and recreation • City should design a model for community capacity-building that compelements new HCF program
59. YMCA of Hamilton/ Burlington	Scott Haldane	• Operates large programs: fitness, child care (70 centres), camping, career development • See lots of opportunity for expansion, partnerships with City and schools • Benefits model- users who can pay more, do
60. a)Hamilton Olympic Club b) Around the Bay Road Race c) 91st Highlanders Athletic Association d) McMaster U. Cross-Country/ Indoor Track Team e) Hamilton Harriers	Bill Urie Graydon Stephens Tom Roden Paula Schnurr Art Mitchell	• Track and field clubs representing all levels and ages, 12 months of year • Want more City support for events • If new track and field facility not built at McMaster, old one will need resurfacing- maintenance not currently a priority
61. Creative Youth Services (CYS)	Barb Cummings	• For-profit org'n • Would like better communication with City
62. Hamilton Sports Council	Dr. Gene Sutton	• Advocate for broader interests of sports (not a lobby group) • Strategic direction should be incorporated into new Hamilton plan • Have secured a 3 year Trillium grant to increase # of volunteers and training.

City of Hamilton Parks, Culture and Recreation Master Plan
Summary of Questionnaires Received from Community Organizations, Associations and Service Providers

Group Name	Representative	Most Important Needs, Issue Or Concerns, If Any
1. Stoney Creek Girls Hockey Assocation	Jim Davis	• Would like use of an office on-site • Need more prime time ice time to increase membership • Would pay more $$ for ice time • Request a 4-plex to accommodate tournaments
2. Stoney Creek Seniors Outreach Services	William Mitchell	• 450 clients and 34 volunteers helping seniors and disabled remain in their homes • Fixed-income participants make it hard to contribute to fundraising • Need more seniors programs
3. Glanbrook Minor Hockey	Randy Barber	• 425 members • Lack of ice time in suburban areas • Quality coaching • Funding, to keep rates low for single-parent families • Need more ice time to be able to increase registration, especially younger players
4. Lisgar Bocci Association	Peter Cocchiara	• Memberhip of 60 people • Would like more space
5. Over 60 Club	Mary Perry	• 27 participants, euchre for seniors • Participation on a decline for 5 years. • Facility (Old Town Hall in Ancaster) is too cold for seniors!
6. Over 35 Hockey	Frank Fama	• Recreational hockey for 40-50 members in Dundas • Need one more hour of ice time to expand league to 6 teams (has been asking for many years)
7. Wentworth Skating Club	Kelly Orth	• NFP skating program for youth • Rapid decline in membership to 150 now. • Snack bar hours (Chedoke) should correspond with activities at arena • Insufficient ice time available • Lack of office space and meeting rooms for off-ice instruction • Growing communities need growing facilities to accommodate them!
8. Hamilton-Wentworth Ball Hockey League	Domenic DiGironimo	• Youth and adult ball hockey for 400 participants • Arena rental costs are prohibitive • Willing to operate a year-round multi-sport complex
9. Hamilton Olde Sports Association	Ray Book	• Slo-Ptich league for men 55+, and women 45+ for membership of 180 • Facility maintenance is excellent (Turner Park) • Would be willing to help run a concession stand

10. Stoney Creek Historical Society	Ron Place	• 139 members, and increasing • Want to continue with current space at old Stoney Creek City Hall • Vital link to history through Battle of Stoney Creek
11. Hamilton Men's Ball Hockey League	Marilyne Ouellette	• 166 members • Willing to offer help as needed • Parkdale Arena needs better ventilation
12. Highview Baseball Council	Chris Kuypers	• Baseball for ages 5-13, 240 members • Would like City to provide $$ to subsidize expenses
13. Ancaster Philatelic Society	J.D. Laposa	• Stamp collecting club of 25 members • Would like to attract more youth.
14. Hamilton Artists Inc.	Ivan Jurakic	• Artist run centre for presenting, promoting and supporting contemporary Canadian art • 213 paid members and supporters, renting storefront street level gallery/ office space • Willing to partner to operate a new facility. • Could commit resources to assist in development of more space.Especially interested in renovating existing abandoned storefronts, etc.
15. Binbrook Seniors	Stan Murphy	• Seniors club with 60 members (members are aging and membership is declining)
16. Saltfleet Go Ahead Soccer Club Inc.	Nadia Tornifoglia	• 2750 players and growing • Lack of lit fields • Lack of funds for developmental plans • Lack of storage and office facilities • Poor field conditions, not maintained during season • No perimeter fences and stands for spectators • Lack of cooperation from other user groups • Waiting lists, due to lack of time slots • Need practice fields and indoor training facilities • Has some $$ set aside and willing to explore all opportunities for joint operation with City
17. Waterdown Raiders Volleyball Club	Bary Banting	• Girls ages 11-19, 90 participants and expanding • Need more gym time • Fees have increaesd a lot
18. Flamborough Hockey Association	Doug Welland	• Minor hockey, both competitive and house-league, with about 950 players, rapidly growing • Need additional early evening and weekend hours (a current 10pm timeslot useless for minors) • At capacity with current ice time. Could use 10% additional time for current users, plus more to expand program • North Wentworth Arena needs to be twinned • Rental prices should be the same in different parts of the City
19. Southmount Ladies Softball	Ian Mackenzie	• Recreational women's softball for 25+ • 60 players/ 10 volunteers • Want better communication from City • Facility (Huntington Park diamonds) needs better upkeep

20. Ancaster Minor Hockey League	Joe Cipolla	• 950 players, and increasing • Would assist City in fundraising for new facilities • There should be equal ice ratios per child • More community sharing
21. Inch Park Skating Club	Barb Penner	• 180 members • Newly renovated Inch Park Arena is excellent
22. Parkdale Coaches Association	Ian Mackenzie	• Provide minor hockey program for boys and girls 4-16 years • 575 players and 90 volunteers • Need storage at Parkdale Arena for goalie equipment • Need 10% more ice time for practices • More communication between facility supervisor and Association Executive
23. Ancaster Mens Hockey League	Dave Moulden	• Recreational hockey for 30years+ with 132 players and 100 on waiting list • Lack of ice time prevents increasing number of teams • Willing to support City in fundraising, etc.
24. Gage Park Softball Association	John Mah	• Softball/ t-ball for youth and adults, more than 300 members • Gage Park needs proper fencing and lights • Drainage on field is poor • No Friday nights are available to their organization • Could use 20% more time for existing and 20% more time for new players • Willing to participate in fundraising • Need to ensure existing facilities don't go downhill
25. Eastwood Minor Baseball	Larry Gibson	• 60 members in a low-income area • Need 15% more space for new and existing players • Repairs needed at Eastwood Park diamonds • There shouldn't be user fees for youth sports • Willing to help fundraise • Want better communication with City
26. Welcome Wagon Ltd.	Sandra Contey	• Would like to use Stoney Creek City Hall at least twice per year (Spring and Fall)
27. Dundas Running Rebels Softball Association	Keith Sharp	• Competitive program for girls in Dundas • 26 players and 12 volunteers • Difficult to find a league for juniors (age 19-23) to play in • Minor infield repairs needed at Morris Jess Field, and net needs repairs • Willing to assist with labour in new/ renovated facilities • Should not expand to other user groups until old groups needs are satisfied
28. Glanbrook Skating Club	Linda Kebic	• 190 participants • Need 25% more ice time to accommodate new powerskating and existing figure skating programs • Need an office and training room
29. Dundas Badminton Club	J.W. Burrie	• Adult recreational badminton/ access to advanced and tournament play

		• 20-25 members • Play obstructed by basketball backboards. • Would like access to four unobstructed courts, and shower/ change facilities • Willing to share facilities with other badminton clubs, if they exist.
30. Ontario Genealogical Society, Hamilton Branch	Gloria Oakes	• Assist public in researching family trees • 450 members in Hamilton (one of 30 Branches in Ontario) • Classroom space is not adequate. Need also on evenings and weekends • Need space for office use, library holdings and meetings. Looking for a permanent home • Willing to share facilities with other heritage/ historical groups
31. Ancaster Youth	Jan Lukas	• Youth need to part of process, be empowered, feel they have purpose • Youth need low/ no-cost recreational activities • Need a central place to hang out that is safe and fun • Counselling and group support not available in Ancaster
32. Dundas Art & Craft Association/ Carnegie Gallery	Doug Carter	• 75 artists and 150 non-artist members • Promote regional Canadian art and artists • Would like to continue operating in City-owned building and to receive annual grant • Need more volunteers
33. Hamilton Drug and Alchohol Awareness Committee	Lawrence Murphy	• Education for prevention and promotion of positive alternatives for durg and alcohol use • Would like to develop linkages with P&R • Involve youth in the planning. • Need a protocol for dissemination of health promotion materials
34. Courtcliffe Park	S. Haworth	• Faxed a list of 2002 improvements they would like
35. Hamilton Ultimate Club	Mark Palmer	• Club has grown from 8 teams in 1994 to 24 teams in 2002.
36. Mt. Hope Lions	Dave Taffs	• Operate Mt. Hope Hall • Willing to become ASD partner with City for Mt. Hope Hall
38. Waterdown & District Lions Club	Jim Duschl	• Operate Memorial Park in Waterdown, and Farmers Market • Need City support for park maintenance • Would like to expand services to the community of Waterdown • Want City to sell or lease 2 acres of land in the new Joe Sam's Park, where they are willing to build community centre
39. Royal Canadian Legion Branch #315	Stan Godzisz	• Would like lower costs for use of public sports facilties (soccer, baseball diamonds)
40. The Copetown Lions Club	Tony Pettit	• Operate a ball park/ community hall/ children's playground/ picnic area • Ball Park has insufficient lighting for rear diamond

	• No permanent washroom facilites • Insufficient parking • Insufficient water available from well • Planning new picnic area and food concession • Want to relocate batting cage • Finanicial help from City would speed repairs

City of Hamilton, Parks Culture and Recreation Master Plan
ARTS FORUM
January 17, 2002
City Hall

33 people in attendance
Facilitated by: Clem Pelot, Consultant

Question # 1:
WHAT HAS IMPROVED OVER THE LAST FIVE YEARS?

- Professional theatre (in general, especially Aquarius)
- Awareness of local history/ culture
- Restoration of train station (including sculpture)
- Tiudli theatre renovation
- Increasing awareness of the value of heritage buildings (e.g. Former Customs house)
- More musical performances
- Conservatory (James Street) converted to living/ working environment. Also many other examples, mostly with private $$
- Recognition of local visual artists (more awareness)
- Waterfront trail/ redevelopment including public trails. Appreciation of local environment
- Millennium trail- industrial heritage, link to downtown, 'economic nuggets', restaurants (good vision integrating culture and heritage). Unique partnerships
- More heritage awareness in Stoney Creek area (Battlefield Park)
    - Saltfleet Library
    - Central square (Old Town)
- AGH big improvement
    - Quality
    - Council more receptive and committed (in principle)
- Public programming at museums (Civil War re-enactment)
- AGH exhibits now 50% local artists
- Within City Arts & Culture
    - Collaboration with recreation centres and young people
    - Implementation/ application of public art policy
- New Foundation at Conservatory to help children from low-income families.
- Historical/ interpretive plaques- more regular program
- Council and staff now see link between arts and economic development
- AGH audience base increased 100% in 2 years
    - Excitement about refurbishing
- Downtown businesses more interesting (restaurants, boutiques)- major gathering area
    - Locke Street has had dramatic turnaround. Good example of revitalization

Question #2:
WHAT HAS GOTTEN WORSE OVER THE LAST 5 YEARS?

- Loss of youth arts education (primary and secondary schools)
- Loss of neighbourhood schools (community hub)
- Reduced provincial funding for the arts (generally) and downloading
- # of poor children dramatically increased (loss of positive experience of the arts)
- Community groups must compete with professional groups for sponsorship
    - Volunteer work for survival
    - Time not spent on core services
- "Torontocentric" attitude of funding for the arts
- Funding not available to pay professional fees (move to bigger centres)
- Too much empty retail space
    - Heritage buildings
    - ½ empty malls
    - Meanwhile, arts groups scramble for space
- Lack of funding for school transportation as part of program
- Arts groups not funded as community catalysts
    - Bring groups together
    - Growing need for animating at community level
- Corporate $$ have dried up. Narrow focus where $$ go (e.g. United Way)
- Have many more cultures not reflected in more diversified art.
- Per capita allocation by the City has been flat lined (other grants as well), while requests have gone way up!
- Park concerts (Dundas, Gage, Battlefield, Stoney Creek) no longer available
    - Local bands/ choirs
    - Burlington and Oakville still do
- Demise of Earth Song summer festival
- RBG used to have free concerts and pay musicians; now, they charge admission and want the musicians to volunteer!
- No public art tenders in last 5 years
- Public art policy not known/ transparent
- Arts Advisory Committee does not have a voice with Council
- Few public art initiatives
    - $ re-appropriated for City Hall projects
    - Too few and far between.
- Clean up of the Bay has not proceeded in last 5 years. No indicator for future.
- Hamilton Place has been operated as 2nd most expensive in Canada (supposed to have community presence)
    - 9-5 Mon-Fri schedule for unionized staff = overtime
- Non-profit groups can't get capital funding they used to (some through Trillium)
- Funding requests are cumbersome and inflexible (80 pages) and don't include the opportunity to "talk to somebody". Provincial process is centralized.
- Canada Council only relates to professionals
- Downtown property taxes too high (comparable to Young St in Toronto)
- Concerts relocated from James St. Cathedral (safety concern). Problem doing things in that area.

- No venues for chamber music. 2nd floor of Dundas Hall would work but is not used for this.
- City could only charge marginal costs, and a smaller portion of fixed costs, to users
  - Consider revenue limits
  - Could be a policy recognizing local benefit, demonstrate benefits to taxpayers (not recovering all fixed costs)
- Arts Advisory Committee
  - Council action not founded on vision. Failure to seek committee input.
- Threat to small business from larger retail corporations
  - Loss of unique experiences
  - Impacts quality of life (banal)
  - Mental health of the community
  - Lack of diversity/ community
- Downtown not revitalized (Jackson Square)
- Not enough free parking

Question #3:
WHAT ARE THE CHALLENGES AND NEEDS FOR THE NEXT 5 YEARS?

- Develop a system (web-based) to list upcoming concerts/ events (linked to City web page)
  - Economic development/ tourism does have a list available on request
  - There are six sites available
  - Not far enough in advance
- More emphasis of relationship between recreation and culture/ public health/ economic development/ quality of life umbrella
  - Some Councillors/ Staff see this; progressive thinking should be encouraged.
  - Benefits of investment in culture and recreation
- Public library services not mentioned; perception of elitism
  - Part of cultural services, should be integrated
  - Libraries can be venues for the arts/ performances (bring culture and music to the public)
- Empty spaces/ venues should be available for free events, using creative financing
- Co-sponsorship $$ for park concerts is lost when program is cancelled. Musician guild membership is down.
- Lots of Hamiltonians are gifted but we don't know about them.
  - Can't participate because of financial barriers
- City should be committed to improving quality of life
  - Not just sports
  - Take advantage of what we have
- We have a creative atmosphere here, lot of passion here tonight
  - Don't try to be Oakville
  - Be proud of who/ what we are
- Volunteerism is more difficult, given other/ increased commitments
  - Use of volunteers not always effective
  - Lots of credit to arts volunteers
  - Finding volunteers is more difficult

    - Without them, we can't be vibrant
- Music being taken out of schools has a ripple effect for generations.
    - Put it back in the schools
- Dundas- King Street/ Hat St. plan unveiled to revitalize
- Public art tender underway for new buildings
- Arts Coordinator position now permanent
- Funders are out in the community more
    - Forces arts groups to look at their operation/ improved capacity
    - Community members on review
- Some free parking
- Partnerships between large and small arts and heritage groups
    - Could be through Tourism committee
    - Before 2000, Economic Development did a good job of this, but no longer apparent
- Identify key parts of downtown core. E.g. James St. vs. Hess Village
- Incredible beauty/ environment to be promoted (better)
    - More trails
- Sensible planning (really important issue) for music must consider acoustics.
- Hamilton Place is ½ of the musical venues in the City
- Few venues for larger performances
- Churches are inadequate but affordable
- Use empty storefront spaces to display art
    - Jackson Square does this, expand to downtown streets
- Restrictions to use Hamilton Place
    - Cost, complications not only deter local groups, but some outside (large) productions also
    - $8K cost for a single rehearsal and performance 4 years ago
    - Rehearsal time too expensive
    - Can't charge professional rate to community groups
    - HECFI runs Hamilton Place like a business (lost touch with community
- Use 2nd floor of Dundas Hall for Chamber Music- piano and licensing needed

City of Hamilton, Parks, Culture and Recreation Master Plan
Youth Forum
January 16, 2002

25 people in attendance
Facilitated by Clem Pelot, Consultant

Question #1:
WHAT HAS GOTTEN BETTER OVER THE PAST 5 YEARS?

- This building in Ancaster (Ancaster Rotary Centre)
- Availability of house league in many sports
- Bus service
- Youth input
- Increased communication
- Better facilities all around
- More skateboard parks
- Clean up of the waterfront
- Expansion of trails (rollerblading)
- More passive recreation (unstructured)
- Drop-in at Centre Mall (Teen Zone)
    - The Square (summer)
    - Notre Dame (the only youth shelter)
    - Good Shepherds
    - Living Rock (new/ large)
    - TY Transitional Youth (street youth)
    - TDI Wesley Urban Ministries
    - Ancaster
    - SISO Drop-in
- More outreach for youth
- Willingness of organizations to partner
- Joint-use agreements between City and school board
- Adults/ leaders listening
- More advocating for youth
- Public transit
    - Better (quicker) transfers
    - Prices are up
    - No semester passes for high school students
    - From Ancaster to downtown is impossible
    - Access to youth services outside the core is a problem
    - Bus service in core area is good (46 routes)
    - Service is not equitable across the City
- City and school boards now working on a committee

Question #2:
WHAT HAS GOTTEN WORSE OVER THE LAST 5 YEARS?

- Delta High School has 1500 students, closed Scott Park (bigger/ newer)
- Culture/ parks/ recreation are an easy target for budget cuts (4 youth staff)
- Summer programs mostly for kids (not much available for youth)
- Sports and other programs are competitive
  - Not fun, unstructured
- Cost of skate rentals (and availability)
  - Whoever operates arenas should
- Communication (newspaper) has gone down
- Services may be available and youth don't know about them
- Upkeep of sports fields (Sherwood)
- Religious/ cultural barrier to using swimming pools
- Need to better match needs with resources available
- City web site- by youth for youth
- Inadequate response to needs for extreme sports- skateboarding not available year-round/ indoor
- Less $ (public foundations) means more competition
- Chedoke is closed (one less option)
- Listen to youth in designing skateboard facilities, etc.
- Downloading from the Province, more financial pressure on the City
  - How to allocate limited resources
- For youth/ by youth communication strategy (City web page)
- Youth representation at City Hall
  - Maybe every semester 1 youth goes to Council meetings (help communicate)
- Youth conference
- Youth ambassadors representing City Hall
- This is a good meeting… why stop now?
- How will the City know what youth want if they don't ask us?
- Help organize fundraising for youth if $$ is a problem

Question #3:
WHAT ARE THE NEEDS AND CHALLENGES OF THE NEXT 5 YEARS?

- Lower costs for certain clubs, bus passes, entertainment ($16 Silver City)
- More things for youth (don't have to be on the street)
- Finding better ways to communicate with youth (into high schools where the youth are) through parents and guardians
- Bring services to the youth
  - Neighbourhood strategies
  - Youth are tied to their location
- Lots of sports, not enough arts for youth outside core area
- Better safety for users of parks and recreation facilities
- Managers have done a poor job setting priorities (organized sport versus 195,000 youth in Hamilton)

- Increased liability (everybody wants to sue)
- March 20 is a youth conference
  - Information out to high schools soon
  - Unistation James and Murray
- Good discussion, need to carry on
  - Lots of comments would be similar from seniors
  - Bay Area leadership (new this year)
  - Love to have a youth committee for City Council (input to decisions)
- Staff are taking about a youth council in each ward, one rep from each to a Council Advisory Committee
  - How do youth find out about it?
- User fees (not just City)
  - Longer term savings

How best to communicate with youth?

- Go into the schools (assembly better than brochures)
- Radio (Energy, Y108, Z103, KISS, The Edge 102.1)
- Cable 14 is free
- Libraries
- Student Council (pep rallies)
- Stores that service youth (sponsorship)
- PA announcements need to be catchy
- John Howard has a $20 listing of all youth services
- Use outreach workers (youth not in school)
- Wording on flyers should be clear of benefit to everyone
- Personal contact, welcoming message
- Youth can participate without having a personal agenda
- Could use debates as a forum
- Won't get in trouble for voicing your opinions
- Make flyers appealing
  - Picture of skateboard, etc.
  - Youth input
- Think about youth timeframes (exams) and easy locations
  - Youth available evenings, not daytime
- Food (pizza, etc) works well, especially in evening
- Use local volunteer groups

Appendices

Appendix D
Input From Community Events

a) Futures Conference Meeting Notes
b) Dundas Public Meeting Notes
c) Strategic Directions
d) Public Review Feedback

PERC

City of Hamilton Futures Conference
November 29, 2001

Meeting Notes

Approximately 70 people in attendance.

Agenda:

- Brief overview of the evening
- Everyone writes down their input and reads others' input
- Next steps/ Questions
- Adjournment

Introduction to the Conference

Master Plan Process:

- Public Forum
- Background Data Collection
- Stakeholder Interviews
- Public Futures Forum (tonight)
- Public Survey
- Develop Draft
- Public Review
- Submit Final Report

Three questions were read to the participants. After each question, participants were asked to go to nine stations and write their comments on flipchart pages posted around the room.

After the three questions were completed, each participant was then given three small sticky "dots" and was asked to place dots at those statements written on the flipcharts that they thought were significant, or important to them. They were asked to put no more than one dot at each statement. Below are the comments, as transcribed directly from the flipcharts, as well as a summary of the number of dots beside each.

Question #1: WHICH PARKS, CULTURAL OR RECREATION EXPERIENCES ARE NEEDED IN HAMILTON AND ARE NOT AVAILABLE NOW?

Visual Arts and Crafts

- ➢ Need to support and promote community festivals (i.e. Aquafest, Hess Village, It's Your Day, Peach Festival) **(4 dots)**
- ➢ Visual Art Community Exhibitions (i.e. Public Hanging, Now Show, etc.).
- ➢ Public Art Commissions, juried and not interfered by politicians when jurying done (artists jurying artists. Not juried by City Hall engineers!!)
- ➢ Co-operative efforts and showings between AGH and private galleries.
- ➢ Skilled craftsmen tours/ exhibitions
- ➢ Funding for galleries for young/ student artists to show their work **(1 dots)**
- ➢ We have inadequate transportation services to support festivals
- ➢ Drop in art centre for downtown Hamilton **(2 dots)**

Performing Arts

- Professional/ semi-pro outdoor theatre (summer stock)
- Seniors need a building to start a school for arts **(1 dot)**
- Perhaps more touring. Small groups around the City in outdoor settings. Parks other than Gages large ones. **(1 dot)**
- Performance initiatives focused on cultural diversity represented in Hamilton population (i.e. Carabana festival in Toronto)
- Hamilton senior centre McNab St. YWCA have a program now in place for the dancing arts. Needs a larger building.
- Dance/ music/ theatre lessons for all ages for little or no cost.
- Storytelling- regular meetings open to anyone, yearly festival, opportunities for workshops, courses, etc. **(2 dots)**
- Financial support for performing arts lessons for youth. If training restricted to the small numbers who can pay, most talent will be missed.
- Dance programs for school kids at local rec centres.
- Recreational theatre opportunities for youth 13-18. Must be affordable!

Heritage Services

- Hamiltonians need experiences of meaning- making it their lives
- Hamiltonians need access to evidence of their history/ past. It starts with you and your schools.
- Hamiltonians need to be informed of the history of the former sanatorium and the lands that were donated to the people of Hamilton. These lands which are being sold for profit with no regard for our citizens. We want part of this land preserved. Example: Niagra Escarpment. We need parkland in the north, scenic. **(3 dots)**
- Reproduce some of the old buildings that were murdered! **(1 dot)**
- Walking tour of Hamilton historical areas. Whether they're still standing or not! **(1 dot)**
- Opportunities for Hamilton's stories to be told- local history, multi-cultural, etc.
- More open days to local museums and heritage sites.
- A museum of Hamilton's history from pre-founding to today.
- A walk like Pier 4 par = downtown with the history

Organized Sport

- Running/ track and field experiences: Training opportunities for novice to elite participants. Also competition opportunities in Hamilton.
- Downhill skiing- more teaching of skiing with school programs.
- Disabled ski program: a fantastic program now exists for physically and mentally challenged. These people must not be deprived of opportunity to participate in this sport. Expand the program if possible.
- Senior games #23 appreciate facilities- would like more for just a couple of days.
- Need to improve downhill ski and snowboard facilities and also provide for x-country skiing on golf courses and at Chedoke in winter. Need more focus on winter sports. Keep kids out of the malls and give them something **fun to do.**
  (6 dots)
- Affordable Coaches Training for all.
- More opportunity and better ice time for female hockey at all levels

- Competitive soccer: need at **least** 4 more fields (with lights) at Mohawk Sports Park. There are approximately 140 teams (youth & adult competitive) vying for 8 Major Fields. The demand is so high that fields get totally torn apart by August and are Mud Holes by September. Also there is much competition from sports such as rugby and touch football etc. for these same fields. (P.Gesse, Ham. Sparta SC) **(3 dots)**
- Need a couple of 4-plex ice pads to support special events (tournaments, provincial, national and international competitions) plus need support facilities (restaurants, hotels and shopping) **(2 dots)**
- Outdoor skateboard parks (supervised)
- Partner with provincial organizations (i.e. OCA) to build on the trends and events that are coming and already here.

Indoor Recreation

- More adult recreational volleyball (mixed)
- Family friendly programs at family friendly times (i.e. family gym at 6:30pm instead of 5:15pm)
- Would like to see more programs for skating for "older" adults in arenas. They may feel scared to skate with young kids whizzing by.
- Arena use be available only to the kids between 6pm-9pm week days and early mornings, also Saturdays and Sundays. Adults use arenas after the kids
- I agree with above statement
- Adult fitness classes to encourage a less sedentary lifestyle. Should be fun.
- More facilities available/ accessible for senior recreation.
- A new senior centre in downtown area
- All seniors' centres need to be financially affordable and interchangeable. Accessible by public transport?
- Ancaster needs a permanent skateboard park. As demonstrated with temporary one, interest is there, so build it!! **(2 dots)**
- Skateboard facilities year round for young people **(2 dots)**
- Ancaster has a floor plan/ design for a skateboard facility
- More after school programs at the recreation centres
- Increase the hours open, especially Friday and Saturday nights for kids/ teenage recreation
- More basketball courts
- Get schools open for recreation and all kinds of things **(5 dots)**
- Indoor facility, flexible for multi-events. **(1 dot)**
- School board and recreation centres work together to promote youth to be active in a positive way and off the streets.

Outdoor Recreation

- Higher quality ski/snowboard facilities (Chedoke). Experiences: would keep kids off the streets and higher quality means higher interest which results in more people. FIX IT UP! **(8 dots)**
- Unlimited memberships to all recreation facilities, including golf courses. Everyone treated equally **(2 dots)**
- Try to open Chedoke ski hills for Xmas and March breaks. **(2 dots)**
- How about a downtown park- expand Gore Park or create another one?

- Improved snow sports facility. Experiences are: sociability; learning skills; leadership; lifetime interest in sports; family benefits; physical fitness. **(3 dots)**
- More opportunities for school children to participate in skiing and snowboarding (open Chedoke all week to schools)
- Unique facility in the city
- Baseball and soccer fields available to kids before adults in prime times and days
- We need open spaces for seniors. The use of Dundyrn Park, the space at Jackson Square upper level for outdoor chess, bocci, lawn bowling in summertime. **(1 dot)**
- More trails to disperse users, decrease conflicts, decrease congestion, and decrease impacts on existing trails. More green space to facilitate this.
- Open air skating area, example Jackson rooftop or Bayfront boat launch. Makes the park a year-round attraction. **(1 dot)**
  - Good idea
  - Great idea!
  - I second this good idea
- Improve existing youth baseball parks, e.g. Scott Park, before city looks at putting in more parks.
- Off road space for org. clubs involved with tread lightly
- More paved in-line skating paths
- In-line skating paths on Mountain
- Chedoke Ski Hills should be kept open. What other City has skiing within a city? Very unique!
- Adequate permanent indoor/ outdoor extreme sports (i.e. skateboarding/ BMX/ inline) facility. Keeps youth fit, out of trouble and creative.
- Need a continuous link of rail trails/ bike paths **(4 dots)**
- We need to rejuvenate the supervised park play programs for the summertime and to stimulate interest for participation. With today's problems we need safety measures to help the supervisors, and more training for supervisor staff in running good programs **(2 dots)**
  - Supervisors need better training and support. Pair up the workers. Train them to generate participation. Why have the program if the kids find the "supie' boring.
- Ancaster soupie programs= we don't have any!
- Turn front of City Hall into interactive recreation place. i.e. turn fountains into spray pads; concrete jungle into skateboard park; in winter, have open air ice rink
- Ski facility requires immediate attention
- Ski facilities were top of the line in 1970- have not been improved since.
- Agree that Chedoke should be open to school programs
- Good quality track accessible to more track athletes!! (Ancaster High Track)
- A track in a central Hamilton location

Fitness

- Water therapy classes planned for seniors (not hard aerobics)
- Fitness exercise groups in convenient locations
- Hamiltonians want to experience variety of fitness opportunities
- Hamiltonians want to experience easy access to fitness, to have it fit in easily to their lives.
- More facilities for seniors and disabled fitness programs. Accessible by public transport and affordable

- More stair access to rail trail
- General running and fitness facilities open to the public
- Join up and expand rail trails. More things like Pier 4, a fabulous job! **(2 dots)**
- Fitness/ weight training opportunities exclusively for teenage girls
- Light activity programmes could be created using our natural/ almost natural environment. I.e. inline skating classes at Pier 4, walking/ hiking programme in Dundas/ Ancaster valley…
- More emphasis on facilities where fitness activities can be undertaken in bad weather (i.e. much of our year).
- Need a much larger YWCA, also one needed on Mountain

Special Events

- Maintain festivals, Mum show, etc.
- More transportation to events
- Car pool to take seniors
- Youth need help with transportation to these events, too
- Darts
- Bid/ host national/ provincial/ international track and field events
- Political people should not be involved with above, but have funds available.
- Fewer special events- these take $$ from on-going programs and maintenance of current facilities
- Stop doing festivals with no real theme, etc. They are all the same.

Youth

- How can youth have input into the programming for recreation department?
- How do youth communicate or develop bridges to the politicians? Need a representative on City Recreation Committee.
- How can youth have access to the Internet- a concern about costs and divide from have nots/ have $$?
- www.city.markham.on.ca/youth/index.html **(3 dots)**
- Create a half-pipe at Chedoke so kids can snowboard. Also, lifts compatible with snowboards.
- There is a need for a place which young people meet in a safe and controlled environment
- Ancaster teen centre
- This will reduce vandalism/ drug use, etc.
- Make effort to understand 'why' happens before you create programmes. Huge contradiction when you have an "anti-graffiti task force" and teach graffiti at city centres.

Other

- More daytime, leisure skills oriented programs open to adults with special needs. Along with this would include some staff sensitivity training to make all programs and services inclusive for everyone. **(2 dots)**
- How can we even experience what Ancaster, Dundas and Stoney Creek have if we can no longer use our "New City of Hamilton" recreation memberships in these suburbs. **(2 dots)**
- Need to have the support structure for events- restaurants, hotels, etc.
- No user fees- it's double taxation and penalizes those on limited incomes **(1 dot)**
- Better transportation for people disadvantaged in ANY way

- Continue publicity program for activities in order to encourage much greater adult participation in some sort of physical activities- outcomes are healthier people who get more enjoyment from life
- Partnerships with McMaster Kinesiology program to bring their expertise into developing programs.
- Free programs for parents with infants/ preschoolers e.g. Parent-child Mother Goose program (exists now in only 1 location) **(2 dots)**
- How can people experience what currently exists if they can't get there? Darts restrictions, HSR is inadequate. **(1 dot)**
- Identify "luxury" programs to assist the programs requiring subsidy
- Develop mentorship program for volunteer leaders

Question #2: WHAT IS NEEDED TO CREATE THOSE EXPERIENCES?

Visual Arts and Crafts

- Need training and development. **(1 dot)**
- Need volunteers to provide adequate leadership. Support through services and facilities to support festivals (e.g. park clean-up service).
- Need volunteer coordinator to train youth! **(1 dot)**
- Communication between visual arts community and City hall needs to be improved. A better more open-minded attitude to wards culture by politicians (greater understanding of the role culture plays in the community.)
- Primarily, that visual arts, etc. is not simply a hobby or recreational activity, but a profession and lifestyle for some.

Performing Arts

- Use volunteers and have the City donate a closed school for performing arts **(2 dots)**
- Effective advertising. Wide spread communication. (Many of the programs requested in Q1 and 2 do exist, you just haven't heard about them because advertising is too expensive)
- For storytelling, a venue and publicity is all that's needed- no special stuff, fancy equipment or such- just PEOPLE and a place)
- Dedicated coverage and advertising for arts initiatives in Spectator
- Mid-sized venue (150-300 seats) that is NON union. HECFI is way too expensive/ Sir John A is not accessible and carries "school project" stereotype **(1 dot)**
- Committed arts advertising/ programming from City Hall
- Artist-run centre. Classes could be cheaper, supplies could be cheaper, etc.. Run by artists, not the City
- Support for Arts Council activities- visual art, literacy, theatre, dance, etc.

Heritage Services

- More Communication regarding historical artifacts. For example, the wonderful collection of Eskimo soapstone carvings stored at Chedoke hospital.
- In regards to the murdered buildings, just take one giant step backwards.
- I think the Made In Hamilton Industrial trail is great! I think we need trained community members who live and work on the trail to offer in-person tours/ interpretation. **(3 dots)**

- Need to add to the heritage sites now available some of the special existing heritage elements such as church windows- will need trained leaders to explain/ teach. **(2 dots)**
- Financial support for things like CWH, Steam Museum, Industrial Trail…. **(1 dot)**
- Consider support for owners of heritage properties who need to pay higher maintenance costs that modern properties (could be a tax reduction)

Organized Sport

- Affordable coaches training- funding, pooling resources. Organizations communicating with each other to share costs for trainers, facilities, etc. The City could call a meeting for all sports organizations to network, then from here task groups could be set up and a networking system, possibly help with funding, locations, etc.
- Funding for ski hills
- Disability programs
- Inner city kids
- Chedoke's organized, competitive ski program pays thousands of dollars in user fees. The city should support this and similar programs, not the other way around. **(1 dot)**
- More dedicated volunteers, long-term
- When schools and recreation centres share schooling rooms, more teacher supervision is needed. Old people cannot cope with the bullying that goes on and the language!
- Volunteers to build some of the equipment and storage facilities for when the group is not using it. Multi-sport uses could be combined to achieve this end.
- Better communication, especially to seniors, regarding what's going on.
- School boards and recreation centres communicate and co-ordinate programs/ activities. Schools attached to recreation centres could use help during lunch hour for program activities and after school programs. City should have a recreation representative on school councils.
    - No $ in schools because of cutbacks!!!
- Need an outdoor facility for track and field. Need a multi-purpose indoor facility for running and throwing. **(1 dot)**
- Make facilities available for hosting provincial or national events
- Develop sponsorship programs to subsidize events
- Communication to/ from the public:
    - A central "clearing house" to assist the public contacting a "sports" club
    - And vehicle to communicate to the public events, etc. of the club.

Indoor Recreation

- Ice time distributed equally between all organizations. I.e. hockey not being able to take away figure skating time for extra hockey tournaments **(1 dot)**
- Figure skaters wreck ice for hockey- out of one centre for figure skating!
- Not enough facilities and focus for figure skating
- Maintenance of ice would prevent issues between sports.
- Ice time be available to hockey players and figure skaters (i.e. prime time and certain arenas) **(2 dots)**
- More indoor facilities to accommodate the various users **(3 dots)**

Outdoor Recreation

- Ski/ snowboard at Chedoke can and will break even or make small profit with appropriate capital investment

- Continue to subsidize the Chedoke ski operation. It is not realistic to expect young people to be able to pay full cost.
- I'd love to see land allocated for a community garden in my neighbourhood. $$ are needed for staff with horticultural and social organizational skills to maximize use within community.
- $$ for snowmaking, ski lifts, hill maintenance. **(1 dot)**
- Look at a terrain park for Chedoke Ski Hill
- Take the blindfold off Councillors
- Funding is needed to improve existing parks and fields (e.g. Scott Park). Youth baseball fields are in bad need of being leveled out. **(3 dots)**
- Training
- Support
- Cooperation with existing park committees and community councils
- More policing to look after our parks.
- In regard to Chedoke, it should open when there is snow ASAP. Outdoor Excitement should run snowboard events, and all that can be done to accommodate them should be. Hire actual snowboarders to maintain jumps. Build Rails. Golf course needs to allow us to put them in before the ground freezes. THIS IS CALLED IMPROVEMENT!! **(3 dots)**
- Legislation to curtail urban expansion, which devours greenspace and limits outdoor activities.
- More money for winter sports (ski, snowboard, x country skiing, tobogganing) **(1 dot)**
- Staff Chedoke in the winter all day every day!!
- More advertising to tell people Chedoke is open. Promote the hill.
- Desire to create attractions, not simply facilities.
- People running parks, playgrounds etc. have it available to kids then adults **(3 dots)**
- Have politicians listen to user groups and take action on suggestions. **(7 dots)**
- Develop inexpensive facilities to relieve pressure on prime facilities. I.e. small ice surface for youth practice, outdoor rink beside arena for young players team practices, support facility for dry land training.

Fitness

- Instructors for water therapy/ exercise classes for seniors who are sensitive to seniors needs/ limitations; music, etc. chosen for seniors and not just the instructors **(1 dot)**
- We need to keep fitness programs/ community centre memberships affordable **(1 dot)**
- Brag more about Pier4 and fitness trails! Agree! Promote them! **(1 dot)**

Special Events

- So how about storytelling festival?
- Hamilton is SO RICH. A venue, some energy and publicity is all that's needed
- Ask community groups for new festival IDEAS
- Training and support to volunteers and organizations wishing to host a provincial or national event
- HSR shuttle plan (re: transport).i.e. fixed routes for Aquafest, Ivor Wynne, etc., ONLY running during events, and well-publicized\

- Winterfest at Chedoke has become a sad joke- no city involvement, no money. Attendees at one time had to be shuttled from outside parking lots, it was that popular. Now the Friends of Chedoke (an all volunteer group) is forced to sell hockey tickets in order to get $300 from the Winterfest committee. Just to run one weekend of events! **(2 dots)**

Youth

- Encourage schools to teach ski programs at Chedoke
- No $$ in schools because of cutbacks
- City-wide youth council
- Need adult advisors (mentors) and use existing YAC (i.e. Ancaster, Stoney Creek and Dundas . Good facilitator but give them tasks to do. Or do this electronically and more kids can participate
- Are youth important to city? Then $$ are needed **(2 dots)**
- Qualified, trained leaders/ instructors to develop and run the programs **(1 dot)**
- Have more trained recreation staff for youth issues (not for the whole city) with $$ dedicated.
- Partnership with MAC which has some of the above
- Willingness to pay recreation leader a fair wage to keep them
- Ask the kids themselves, listen to them and make them a part of program creation
- Permanent youth club. Non-alcoholic dance club/ music venue where ALL ages shows can be performed
- Programs which are open to people of every level of ability
- Cost to youth need to be cheap
- Chedoke ski and snowboarding hill is used primarily by youth after being starved of funding for most if its 37 years. It is now in danger of closing in 2002. Where will its thousands of patrons go for safe, fun and challenging winter activity?
(3 dots)
- Disabled youth use Chedoke heavily
- Buses that serve youth attractions, whether public or private (eg. Ancaster Bowl, Silver City in evenings)

Other

- New leadership at City Hall **(1 dot)**
- Engage skilled person to liaise with media to publicize activities and demonstrate that participation at all levels/ ages is fun and worthwhile
- Care needs to be taken that our youth and seniors have places to find recreation. This can be accomplished even if it means a once a year funding drive, sponsored by one of the large community organizations. User fees for seniors and youth need to be kept to a minimum
- I agree to supporting low user fees for youth!
- More opportunities for public input, more accountability **(1 dot)**
- Fund fully or partially a media relations expert to provide events/ activities/ participation **(1 dot)**
- More public forums if this one is any indication of the interest AND need **(1 dot)**
- Safeguard by Council for the culture and recreation budget so they stop cutting it back.
    - Agreed!

Question #3: WHAT SHOULD THE CITY DO TO ASSIST OR SUPPORT IN CREATING THOSE EXPERIENCES?

Visual Arts and Crafts

- Purchase buildings for the galleries and let the students run as a school course. (Let's face it, real estate in Hamilton is cheap!)
- The City should have more of this type of communication with it's citizens
- Make using city property easier. Drop the "festival status" distinction to allow for greater use. **(3 dots)**

Performing Arts

- Have more than one great deadline. Accept proposals throughout the year
- The city should have more nights like this communicating with it's citizens **(3 dots)**
- Facilitate or fund another organization to provide collective advertising opportunities for art ventures. **(2 dots)**
- City could award training scholarships to youth with talent in the performing arts. The private sector would need to select the candidates (i.e. top dancers, etc.)
- Provide tai chi, etc. areas to practice exercises
- Places for outdoor chess/ checkers
- Subsidized after school arts programmes, governed by local artists, held within the schools, $$ on sliding scale dependent on family income.

Heritage Services

- Hamilton could have heritage days to focus on our fabulous history and enjoy the Niagra Escarpment as a tourist attraction or to educate our own citizens re these areas! i.e. more parks and lookout areas. Rebuild incline? **(one dot)**
- The city should maintain its levels of budgetary support for city museums and Royal Botanical Gardens
- Make arrangements with HWSB to convert one of now-defunct schools to Hamilton Museum. **(3 dots)**

Organized Sport

- Increase taxes and user fees. Develop a new method to subsidize financially hardship families.
- City needs to make sure there is NO overlap in organizing times for sports
- The city should have more nights like this communicating with its citizens
- City needs to commit to providing training/ competition facilities, realizing that the pay back (not $$) would be in participation and development of participants of all ages and activities- promoting a lifestyle **(1 dot)**

Indoor Recreation

- Does Hamilton have a plan to foster community activities? Via communities centres **(1 dot)**
- Invest more money in private/ public partnerships to construct more facilities. User fees are just another form of tax. Bite the bullet. Invest in recreation. Hospital visits will be reduced. Crime might be reduced. Make a decision.

- Support all groups so that they can continue to flourish. The #'s are not the only thing that matters (i.e. hockey/ soccer). We provide a service for the citizens for the community. **(1 dot)**
- Organize scheduling of ice time so that all sports get ice time they require **(3 dots)**
- Build more ice pads if there is not enough time available with existing facilities
- Maintain ice pad so it is beneficial to all sports using the facility **(1 dot)**

Outdoor Recreation

- Chedoke can be a moneymaking operation! With proper investment and management, something that hasn't been done for over 30 years! There is no need for this great facility to be a drain on city funds! **(3 dots)**
- Hire snowboarders to set things up at Chedoke **(1 dot)**
- Create an Area Manager for the Chedoke Winter Sports Park with a mandate to maximize use and provide needed funds to support the operation.
- Treat Chedoke as a year round golf and ski facility with one budget. Ensure money is distributed for both sports. Not a golf course where you can ski, but a golf a ski facility. **(3 dots)**
- Have a group designed to assign parks, playground etc. throughout the mega city
- We have done nothing but take away from Chedoke (chairlift, operating time, programs)
- Every ski hill in North America makes 50% of its money Christmas week when Chedoke is CLOSED. **(1 dots)**
- Last year we had snow, snow, snow. Chedoke was closed Christmas and March breaks. Kids went elsewhere or did without. Wake up!
- Improve lifts and provide new, quiet snowmaking machines at Chedoke. This is high priority! **(5 dots)**
- Blend golf and ski operations under one manager
- Pond for irrigation and snowmaking
- Collect the money owed from Kings Forest (back taxes) and apply it to improve Chedoke winter facilities!!
- The city should have more nights like this communicating with its citizens! **(1 dot)**
- Chedoke should be open during Xmas holidays, if at all possible. Very important to make it profitable. No private ski hill would be closed at that time. Gets revenue and interest for rest of season.

Fitness

- Keep membership to Rec Centres at $66/ year. I'd rather have a good facility I can afford than a dream facility I can't. **(4 dots)**
- Need to remember that user fees will discriminate unfairly on many seniors and disabled and low income families
- Keep fees low but some fee is needed as a measure/ indicator of interest and to discourage people registering but not coming to activities **(3 dots)**
- Need appropriate subsidies for those in need.
- Make more use of existing pool facilities through longer hours, more instructors, etc. **(3 dots)**
- One city- ONE recreation card **(4 dots)**
- The city should have more nights like this communicating with its citizens!

Special Events

- Partner with transportation services to provide the access to these events (i.e. darts, Christmas shopping)
- The city should have more nights like this communicating with its citizens!
- Diversity- stop running events that are basically the same with different names. What's really the difference between "it's Your" Aquafest other than location (same vendors, same everything, blah, blah, blah,). Change is good!!

Youth

- Youth Coordinator and $$
- Warren Oda +3 for whole city. Need more excellent staff like them! **(2 dots)**
- Many teens do not want "team" organized sport… want a chance to hang around and do their own thing, i.e. ski, snowboard, skateboard, low organized baseball, etc.
- Host an evening like this for volunteers to train and develop. Improves communications good job.
- Develop events that realize we are heading into 2002. Many programmes are stuck in 1970 or something. Moderate, keep up with youth or you get left behind (1 dot)
- Ask the kids what they want or need (4 dots)
- Provide activities or locations that require little or no staffing. I.e. roller blade or skateboard parks, indoor, year-round

Other

- Fund the extremely cheap-to-run and cost-effective Parent-Child Mother Goose program in recreation centres in ALL geographical areas of the City. Create partnership with "Early Years Chair" at McMaster Health Sciences
- City of Hamilton to provide expansive leadership development program/ training to volunteers, free of charge. (7 dots)
- Where we have benches at lookouts, there's always trees to block the view. Take them out
- Allow multi-city recreation passes at a higher price (i.e. $100/year for Hamilton + $50/year to add on Ancaster). One full pass must be purchased to get subsidy passes.
- City should have more nights like this communicating with its citizens
- Put plaques on more of the City's heritage assets
- The city needs to create and support a culture of participation, not spectatorship, which encourages and facilitates activity in culture and recreation. To do this there must be a variety of available activities and they must be accessible. People will financially support (through a fair tax system) (2 dots) programs and facilities they can use.
- Need more city support volunteers that work in loc groups (grassroots, non-profit) e.g. Equipment and services.
- City should have a volunteer liaison for community groups.
- When using flyer method of advertising, request that centre/ agency make patrons/ users aware of content and need for public response and support/ input.
- Need a community centre for new Canadian to have some multi-cultural activities. Multi-purpose use. Need large spaces in it. Need to accommodate 300-400 people.

Additional clarification/ feedback from evening:

- Suggest a web forum for public feedback (Brian suggested using futures@city.hamilton.on.ca website)
- Need more evening events like this where people can give feedback.
- Much interest in using schools after hours
- Include more multi-cultural activities. Need to represent new residents/ cultures.
- Need to ask people why they are NOT coming.
- Evenings are difficult for some people to come to focus groups
- Should ask schools for feedback in this process. Talk directly to the youth.
- Elected chair of recreation and culture should be at these meetings (Brian responded that Councilors were aware of it, but had had opportunity for input at a briefing. They are very interested in results of evening.)
- Concerns that those that don't read would not find out about opportunities like this evening. (Some found out in newspaper, some found out through poster at rec centre)
- Transportation to Harbourfront Park for events is an issue. No bus service there. Should consider special service to that venue if there are events going on.
- Can we have a public forum with City Councillors? (applause)
- Accessibility- City should ensure ALL can participate (applause)
- Comment that some activities listed on wish list for Arts are already in place. Perhaps better communication is what we need. Use the Hamilton Spectator more effectively.
- Next steps?
    - Public Survey- a random sample of 2100 households, using the telephone directory (identified as an issue because many don't have phones), which will ask questions about behaviour patterns, opinions, etc. Responses will be collated and tabulated by male/ female, households with children/ without children, by age, etc.
    - Interviews with stakeholder groups through January
    - Public Forum in winter (possibly before, but definitely after draft report)
    - Data collection to finish end of January
    - Match data with user and trend data
    - Consult with public in May
    - Final report in June
- Suggest a list for people to receive copies of meeting transcripts, survey results, etc. (Response from Brian that summary documents will be available)
- Has VISION 2020 been considered? (Response: yes, all relevant city planning initiatives will be supported as much as possible)
- Will there be comparative information? Contextual? (Response: yes, trends, contextual information and net capital spending per capita will be considered)
- From Brian: often debates are value-based (e.g. whether to charge for public swims). Each community's values should be considered and decisions made accordingly.
- Can there also be surveys available to community at large? (Response: No, because the sample must be random in order to be statistically available. There are other avenues for input.)….. discussion around concerns of sample.
- What is the weighting of the random survey on the Plan? (Response: The results will be statistically representative of the entire population. We need the statistical reliability, but

not to say we aren't interested in views of ALL. We will consider different kinds of input. For example, we would rely on user groups for statistical information.).

- Suggestion that we need to properly communicate that the survey is out there, in order to get a high response rate. Further suggestion to use the PSA aspect of public communication. Also community papers.
- Will the report have a series of recommendations? (Response: Yes, lots. They will be high level. Will provide specific policy directions, recommendations on when to invest $$, how to access $$, etc.)
- Why can't City Council come here and see these pages on the walls? (Applause) (Response: All Councillors will get copies of the meeting transcript. They want to be kept informed. Can't guarantee they will agree and implement, but we will make recommendations)
- How much weight does this group of 70 represent? (Response; Statistically, we don't know what is represented but the process of people getting together results in better input. This number meets or exceeds our expectations)
- How many sessions will there be like this? (Response: This is the second- the first, in Durham, had 40 participants. There will be a third in the spring/ winter. Location TBD).
- Concerns that Dundas meeting was not communicated sufficiently. Only advertised in one community paper. (Response: There were also notices at the recreation centres. All parts of the City were represented at the meeting in Dundas.). Should mail notices to community volunteers (is there a central mailing list??). (Applause).
- Is there a central communication list? This MUST be done.
- How do we get input from those who don't read/ don't get the paper, etc? (Response: We are interviewing many agencies who represent those individuals in question). Comment from a service club participant saying that 90% of people get notices by mail.

Brian invited all to provide input to futures@city.hamilton.on.ca.

Meeting was adjourned.

City of Hamilton Parks, Culture and Recreation Master Plan
Dundas Public Meeting
October 18, 2001

Meeting Notes

- Existing/ old policies should be made available to the public (summary at public meetings and available on the website)
- How do we address the inequities in programs? Example used was different rates for ice time
- What criteria will Council use to make decisions? Will that be made available to the public? Will that meeting be open to the public?
- Will information obtained (e.g. survey results) be made available when it's received?
- Soccer felt the solution was simple: build more fields.
- Baseball said increases in user fees needed to be gradual
- What are the standards now?
- Will we include school boards?
- Culture, parks and recreation should be revenue neutral (status quo). I.e. they should not be treated as profit centres. We should build into the fee any numbers needed for repair/ replacement.
- We should consider private facilities, including opportunities
- Who will take this forward after the consultants?
- Will the City merge minor sport groups? It would mean better, more efficient use of facilities. (Another resident disagreed. It may be a way to achieve both. I.e. Umbrella group with individual sub parts.)
- How are we letting the public know?
- Council members should be on hand at public meetings
- Try and get minority groups represented
- Adults versus kids using facilities: what should the policy be regarding priority access?
- We need to seriously address the imbalance between females and males
- Concern with smaller sports overwhelmed by the big ones (from lawn bowling)
- On what basis do we set priorities?
    - Ask groups to contribute
    - Some groups, like cricket, have been around a long time
    - Have a different target group each year
    - Is it available in the private sector/ others? Are partners available?
    - Demographic projections
    - Proportionate to groups size
    - Make better use of existing facilities
    - Limiting enrolment in multiple programs by the same individual(s)
    - Consideration to sites hosting from outside the City
- Organized groups get to book facilities long in advance. We should accommodate less structured/ informal groups as well
- Festivals are important and at risk of being cut

- Make it easier for service clubs and community groups to organize events (permits, staff for set-up, etc.)
- Training and development of volunteers (seminars)
- Can't book ice time at the local arena (Flamborough)
- Confusion about who to deal with on staff
- Should have a computer at each facility to check bookings
- There's not process in place to respond to partnership offers, including private sector
- User groups need a list of who to call in case of double bookings or other problems
- Should address the needs of the individual communities (former municipalities)
- Should maintain youth activity councils
- Look at special needs/ barrier free

City of Hamilton Parks, Culture and Recreation Master Plan
Draft Strategic Directions
Input from Public Meeting
April 16, 2002

The Draft Strategic Directions were presented to the public on April 16, 2002. The following points were raised by participants (note that text in italics indicates a specific draft Strategic Direction that was referred to):

- *Enhance Communications Capacity and Effectiveness*. Over the last couple of years, staff are not aware of what is going on. Problem is with the system, not the staff. Staff in the field indicate frustration with City Hall.
- *Re-invest in Existing Infrastructure Over Building New Infrastructure*. We are being charged the same prices for different facilities but the standard varies greatly. E.g. Victoria Park is an eyesore, is in poor condition, and part-time staff are not aware of the standards. Mohawk Sports Park is in great condition, and the full-time staff know what needs to be done in terms of maintenance and standards. There are different standards for maintenance, but we pay the same price for both.
- Will there be specific recommendations in the plan?
- Where do City grants fit into the picture?
- What about partnerships?
- *Fewer But Larger Facilities*. Is this centralization? It goes against the idea of smaller communities/ neighbourhoods needing meeting and gathering places. Transportation will be a big issue if everything is centralized.
- *Focus on Active Living for 6-18 Year Olds*. The community heard statistics last week on another presentation on social justice. We should consider this research as well.
- *Shift From Direct Delivery to a Community Development Approach*- What indicators are you using? Part of the "feeling connected" to a neighbourhood is the availability of local facilities. If people have to travel to everything the neighbourhood aspect won't happen. Not everyone has a car to travel to distant facilities.
- *Focus on Active Living for 6-18 Year Olds*. Be more flexible on the ages, please. Need to focus on older teens, as they're parents aren't generally taking care of them like they are 14 year olds. Suggest increasing age to 19 or higher.
- How do they determine the cost to enter a park?
- Is the City depending on YMCAs, BGCs, etc. to pick up the slack? It would be nice if they were under the same umbrella. If the City took over these services, it would be more equitable for all.
- *Expanding Community Services in Culture and Recreation Facilities*. Define "community". Is it each neighbourhood, or is it the City as a whole?
- *Focus on Active Living for 6-18 Year Olds*. Please to see a focus on youth!
- YMCA representative noted that the Y has been part of the community for more than 100 years, and has not intentions of relinquishing their role as a service provider.
- *Reconcile the Approach to Financing Parks, Culture and Recreation Services*. What grants are under review- does it include purchase of service (YMCA representative asking).
- *Fewer But Larger Facilities*. Regarding skateboard parks, City of Markham has done a survey, and former town of Ancaster is currently surveying kids and would be willing to provide their feedback. Concern that idea of one large skateboard park would not be

accessible to all youth, and would prefer two smaller one. At the same time, kids want substantial facilities, not basic ones.

- *Fewer But Larger Facilities*. Neighbourhood parks really only attract 2-10 year olds. Can we pave some areas of these parks to make them multiple use? I.e. for basketball or skateboarding?
- We need active spaces for teens
- Insurance has always been a big issue, particularly around the type of activities/ spaces that teens want.
- Is anyone reconciling the park features with the neighbours bordering the sites? Not everyone wants big facilities in their backyard.
- Comment on *#9, Focus on Active Living For 6-18 Year Olds*, in context of aging baby boomers. What about this group, as well? Comment that it would be worth considering a standalone Strategic Direction to address seniors. This group often doesn't believe they are seniors, and the word "senior" is becoming obsolete.
- *Fewer But Larger Facilities*. What are you considering, something like cutting the number of facilities by half? What do you mean?
- *Fewer But Larger Facilities*. Transportation would be an issue, especially for youth at risk.
- How long are the results of the survey good for?
- People are retiring earlier and will be able to use facilities during the day more. Have you considered this?
- Regarding track and field, have not seen any mention to date. McMaster University charges to use their facilities. Conservation Authority charges to use trails. Kids are running around baseball diamonds because there is no cost! How can we charge fees to these kids when we want them to be more active? Why do they need permits to run?
- Soccer/ rugby/ football booking system is a nightmare.
- Regarding special needs population, City should look at accessible routes and programs for those with special needs and those who are less active.
- Will you be working with Boards of Education? A comment that a committee has been struck. What if the Board sells a surplus school that the neighbourhood thinks is its community centre or hub?
- Do you have a feeling if Council will accept your recommendations?
- How much input has there been from Community Sports Council? Concern that not every sport is represented on this committee, but are glad that they were consulted.
- Is there roughly the same usage by men and women? Babysitting would be an issue, particularly by single moms.
- Interested in what happens to 16-18 year olds. What about their ability to pay?
- In soccer, participation drops after age 14.
- Some youth have the ability to pay, but it is in our best interests to have them not pay.
- When the report is done, how will the City address the nuts and bolts of moving it forward? Concern that, for example, hockey issues will be dealt with by non-hockey groups.
- Many sports groups are at a meeting of Hamilton Sports Council, also being held this evening, at Dofasco, so are not here.
- Will health and social services have opportunity to comment on the Draft Plan?
- Would be good to focus on the inner core renewal, and do what we can to draw people back to downtown.

- Received by e-mail from the Hamilton Drug & Alcohol Awareness Committee after the meeting:
    - Pleased to see youth listed as a focus population, and suggest that teens 13-19 are in particular need of cultural and recreational opportunities.
    - While improvement of activity level for seniors is important, their sheer numbers will provide all the focus necessary to the provision of valid programming. They are well resourced and need less support than the teen or disabled population.
    - Concur with others who felt fewer, more centralized facilities will not always work for all functions, in particular for people at risk, who need geographical accessibility.

City of Hamilton Parks, Culture and Recreation Master Plan
Public Meeting to Present Draft Master Plan
May 14, 2002

Comments from participants:

- Include statements about inclusion within the Mission statement.
- Format of the Master Plan- hard to relate recommendations to Strategic Directions.
- In our community with 1 in 4 living in poverty, there isn't enough that focuses efforts on those financially disadvantaged.
- Should clarify that investment in existing facilities relates to funds from taxes, whereas new facilities can be funded from other sources.
- Emphasis on public transit to ensure access to facilities.
- Lots of kids economically disadvantaged (user fees and transportation are important).
- Partner with like-minded agencies who can help deliver the services.
- Concerned about "test" of public good (including small groups).
- City guidelines could provide incentives to groups that reach out to the financially disadvantaged.
- Community groups need help from City to walk through granting programs.
- Minor hockey has built neighbourhood based programs and don't want to move 40 teams to a larger base of operation- build twin, not four pads.
- Not just increased access to waterfront but also access to water activities.
- Zoning and land use should be changed to support the parks categories/ types/ levels in the plans. This is necessary to sustain our recommendations.
- Manual that user groups can have to govern their relationship with City.
- Increase to 19, not 18 years for Strategic Direction regarding youth.
- Staff position focused on youth is needed.
- Health promotion by City in Parks, Culture and Recreation (communication vehicles).
- Need more detail/ specific recommendations. Wants drawings, models, etc.
- Need a replacement for Lakeland Pool. Need it sooner than long term
- Perhaps McMaster should be retrofitted instead of building a new 50m pool.
- Hamilton already has oldest and largest awards program (Trillium program) for residential/ commercial/ industrial beautification. City has cut funding but corporate funding continues.
- City was asked to join Communities in Bloom but refused because there is a cost.
- Review of effectiveness of greenhouse operations- they have lots.
- Nothing in report about aviary.
- Establish a naturalization program (have one for old City).
- Staff comment that a storage facility has already been built for Culture that moved them out of a dark basement.
- Need staff resources to support special events and celebrations.
- We've focused on well seniors but not enough on frail elderly. Need at least one area for frail seniors. Would need staff resources to support them in their use.

Appendices

Appendix E
Public Survey Results

PERC

The New City of Hamilton

Parks, Culture and Recreation Questionnaire

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1. Have you or anyone in your household used any parks, natural areas, playgrounds or public trails in the Hamilton area in the past year? (Please circle one number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	882 100.0%	373 100.0%	499 100.0%	872 100.0%	58 100.0%	292 100.0%	269 100.0%	180 100.0%	78 100.0%	876 100.0%	241 100.0%	498 100.0%	143 100.0%	882 100.0%
Yes	770 87.3%	320 85.8%	443 88.7%	762 87.5%	57 98.6%	279 95.8%	240 89.2%	148 82.2%	42 54.4%	766 87.5%	210 87.4%	433 87.0%	127 88.4%	770 87.3%
No	112 12.7%	53 14.2%	56 11.3%	109 12.5%	1 1.4%	12 4.2%	29 10.8%	32 17.8%	35 45.6%	110 12.5%	30 12.6%	65 13.0%	17 11.6%	112 12.7%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	882 100.0%	225 100.0%	236 100.0%	330 100.0%	44 100.0%	35 100.0%	871 100.0%	116 100.0%	225 100.0%	193 100.0%	77 100.0%	65 100.0%	194 100.0%	870 100.0%
Yes	770 87.3%	173 76.6%	198 83.8%	321 97.2%	44 99.1%	30 86.0%	765 87.9%	89 76.6%	187 83.0%	188 97.5%	76 98.9%	63 95.9%	160 82.7%	763 87.7%
No	112 12.7%	53 23.4%	38 16.2%	9 2.8%	0 .9%	5 14.0%	105 12.1%	27 23.4%	38 17.0%	5 2.5%	1 1.1%	3 4.1%	34 17.3%	107 12.3%

1a) If YES, for which activities did you or your household use parks, natural areas, playgrounds or public trails? (Please circle the number beside **all** that apply)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	765 100.0%	318 100.0%	440 100.0%	758 100.0%	57 100.0%	279 100.0%	235 100.0%	148 100.0%	42 100.0%	761 100.0%	207 100.0%	431 100.0%	127 100.0%	765 100.0%
Walking, jogging, cycling, inline skating	656 85.8%	267 84.2%	384 87.3%	651 86.0%	39 69.3%	250 89.5%	212 90.2%	115 77.8%	36 85.8%	653 85.7%	177 85.4%	366 85.0%	113 89.2%	656 85.8%
Picnics, socializing, relaxing	369 48.2%	167 52.5%	196 44.6%	363 47.9%	32 55.4%	155 55.4%	115 49.2%	48 32.5%	15 36.6%	365 48.0%	107 51.5%	208 48.1%	55 43.3%	369 48.2%
Organized outdoor sports	178 23.3%	76 23.9%	102 23.2%	178 23.5%	8 14.7%	95 34.0%	51 21.6%	23 15.3%	1 2.5%	178 23.4%	34 16.2%	105 24.4%	39 31.1%	178 23.3%
Informal outdoor sports	175 22.9%	54 17.0%	120 27.2%	174 22.9%	12 21.7%	92 32.9%	55 23.6%	11 7.4%	3 7.3%	174 22.8%	44 21.2%	99 22.9%	32 25.6%	175 22.9%
Playing in a playground	360 47.0%	174 54.7%	184 41.9%	358 47.3%	26 45.9%	178 63.8%	95 40.4%	56 37.5%	5 11.7%	360 47.2%	82 39.4%	229 53.0%	49 39.0%	360 47.0%
Learning about the environment	122 15.9%	49 15.3%	72 16.4%	121 15.9%	10 18.4%	55 19.8%	35 14.7%	17 11.5%	3 7.3%	121 15.8%	32 15.7%	70 16.2%	20 15.4%	122 15.9%
Walking my pet	190 24.8%	77 24.3%	111 25.3%	188 24.9%	18 31.0%	76 27.2%	72 30.6%	21 14.0%	2 5.4%	188 24.7%	54 26.3%	97 22.6%	38 29.8%	190 24.8%
Playing in a spray park or outdoor pool	189 24.7%	99 31.1%	89 20.3%	188 24.8%	13 23.4%	108 38.6%	42 17.8%	25 17.0%	0 .0%	188 24.7%	52 25.3%	110 25.6%	27 21.0%	189 24.7%
Enjoying the beauty of a park	432 56.5%	186 58.5%	245 55.7%	431 56.8%	28 49.7%	153 54.8%	143 61.1%	80 54.3%	25 60.2%	431 56.5%	119 57.6%	238 55.3%	74 58.7%	432 56.5%
Other	70 9.1%	32 10.2%	36 8.3%	69 9.1%	10 17.4%	24 8.4%	22 9.6%	12 7.9%	1 2.5%	69 9.0%	24 11.6%	36 8.3%	10 7.9%	70 9.1%

1a) If YES, for which activities did you or your household use parks, natural areas, playgrounds or public trails? (Please circle the number beside all that apply)

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 $50,000 per year	$50,000 $75,000 per year	$75,000 $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	765 100.0%	170 100.0%	197 100.0%	320 100.0%	44 100.0%	30 100.0%	761 100.0%	88 100.0%	186 100.0%	187 100.0%	76 100.0%	63 100.0%	158 100.0%	758 100.0%
Walking, jogging, cycling, inline skating	656 85.8%	147 86.4%	173 87.8%	265 83.0%	40 91.9%	26 87.0%	652 85.7%	69 79.2%	154 83.1%	168 89.8%	70 92.9%	55 87.1%	133 84.1%	651 85.8%
Picnics, socializing, relaxing	369 48.2%	77 45.3%	76 38.8%	182 56.9%	21 48.8%	10 31.5%	366 48.1%	39 44.4%	95 50.9%	101 53.8%	41 53.7%	28 44.7%	61 38.2%	364 48.0%
Organized outdoor sports	178 23.3%	17 10.0%	32 16.1%	109 34.1%	17 38.2%	4 13.2%	178 23.4%	6 6.7%	36 19.6%	41 21.8%	30 39.1%	24 37.6%	42 26.3%	178 23.5%
Informal outdoor sports	175 22.9%	26 15.4%	30 15.5%	100 31.4%	12 26.9%	5 15.8%	174 22.8%	8 8.9%	38 20.3%	50 26.5%	29 38.5%	19 30.5%	30 19.0%	174 22.9%
Playing in a playground	360 47.0%	45 26.2%	66 33.5%	206 64.5%	32 73.4%	11 35.5%	360 47.3%	34 39.1%	74 39.9%	99 52.6%	36 47.5%	34 53.4%	83 52.2%	359 47.4%
Learning about the environment	122 15.9%	20 12.0%	24 12.1%	60 18.8%	14 31.7%	3 8.8%	121 15.9%	13 15.4%	27 14.6%	27 14.2%	19 24.9%	10 15.7%	25 15.5%	121 15.9%
Walking my pet	190 24.8%	43 25.5%	46 23.3%	84 26.3%	10 23.3%	5 15.8%	188 24.8%	12 13.2%	30 16.4%	58 31.0%	14 18.0%	25 39.7%	49 31.1%	188 24.8%
Playing in a spray park or outdoor pool	189 24.7%	19 11.1%	22 11.4%	126 39.4%	14 32.9%	6 20.4%	188 24.7%	13 14.7%	40 21.5%	60 31.9%	25 33.2%	22 35.0%	28 17.9%	188 24.8%
Enjoying the beauty of a park	432 56.5%	113 66.2%	120 60.9%	151 47.1%	27 61.6%	20 68.0%	431 56.6%	45 51.7%	111 59.9%	105 56.0%	41 54.2%	38 59.6%	88 55.6%	428 56.5%
Other	70 9.1%	18 10.4%	18 9.2%	27 8.6%	2 5.2%	3 10.4%	69 9.0%	7 7.5%	14 7.5%	20 10.6%	4 5.2%	10 16.6%	11 7.2%	66 8.7%

2. How satisfied are you with existing parks, trails, playgrounds and natural areas in the Hamilton area? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	764 100.0%	320 100.0%	438 100.0%	758 100.0%	57 100.0%	280 100.0%	235 100.0%	146 100.0%	43 100.0%	760 100.0%	210 100.0%	426 100.0%	127 100.0%	764 00.0%
Very satisfied	285 37.3%	119 37.3%	161 36.7%	280 37.0%	10 18.4%	102 36.4%	93 39.7%	56 38.1%	22 50.8%	283 37.2%	90 42.8%	143 33.5%	52 40.8%	285 37.3%
Somewhat satisfied	332 43.4%	148 46.3%	182 41.6%	330 43.6%	29 51.8%	130 46.3%	96 40.8%	64 43.6%	11 26.1%	330 43.4%	77 36.8%	199 46.8%	55 43.1%	332 43.4%
Neutral	93 12.2%	33 10.2%	61 13.8%	93 12.3%	12 20.8%	31 11.2%	28 11.9%	15 10.4%	7 15.9%	93 12.3%	30 14.4%	49 11.4%	14 11.1%	93 12.2%
Somewhat dissatisfied	49 6.4%	17 5.4%	31 7.2%	49 6.4%	5 9.0%	14 5.1%	16 7.0%	10 6.7%	3 7.2%	49 6.4%	10 5.0%	32 7.6%	6 4.6%	49 6.4%
Very dissatisfied	6 .8%	3 .8%	3 .7%	6 .8%	0 .0%	3 .9%	2 .7%	2 1.1%	0 .0%	6 .8%	2 1.0%	3 .8%	0 .3%	6 .8%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 $50,000 per year	$50,000 $75,000 per year	$75,000 $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	764 100.0%	173 100.0%	195 100.0%	318 100.0%	44 100.0%	30 100.0%	759 100.0%	88 100.0%	185 100.0%	188 100.0%	76 100.0%	62 100.0%	159 100.0%	757 100.0%
Very satisfied	285 37.3%	64 36.9%	75 38.7%	112 35.2%	19 42.0%	12 40.1%	282 37.1%	36 40.5%	72 38.9%	70 36.9%	31 40.6%	19 30.5%	56 35.0%	282 37.2%
Somewhat satisfied	332 43.4%	80 46.5%	81 41.7%	139 43.5%	20 46.2%	10 33.2%	330 43.5%	34 39.3%	83 45.2%	81 42.9%	34 44.5%	30 47.9%	67 42.1%	329 43.4%
Neutral	93 12.2%	14 7.9%	22 11.5%	47 14.7%	4 9.4%	6 21.3%	93 12.3%	9 10.6%	20 10.9%	22 11.9%	5 7.1%	6 9.3%	29 18.4%	92 12.2%
Somewhat dissatisfied	49 6.4%	15 8.6%	12 6.2%	19 6.0%	1 2.4%	2 5.5%	49 6.4%	8 9.6%	8 4.1%	14 7.2%	6 7.9%	6 9.6%	7 4.3%	48 6.4%
Very dissatisfied	6 .8%	0 .0%	4 1.9%	2 .6%	0 .0%	0 .0%	6 .8%	0 .0%	2 .9%	2 1.1%	0 .0%	2 2.6%	0 .3%	6 .8%

3. Have you or anyone in your household used any cultural or recreational facilities in the Hamilton area in the past year? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	868 100.0%	369 100.0%	491 100.0%	859 100.0%	57 100.0%	291 100.0%	265 100.0%	175 100.0%	77 100.0%	864 100.0%	238 100.0%	488 100.0%	142 100.0%	868 100.0%
Yes	640 73.7%	276 74.9%	358 72.9%	634 73.8%	42 73.5%	250 86.1%	195 73.9%	117 66.9%	34 44.0%	638 73.9%	162 68.3%	362 74.1%	116 81.6%	640 73.7%
No	228 26.3%	92 25.1%	133 27.1%	226 26.2%	15 26.5%	40 13.9%	69 26.1%	58 33.1%	43 56.0%	226 26.1%	75 31.7%	126 25.9%	26 18.4%	228 26.3%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	868 100.0%	217 100.0%	232 100.0%	330 100.0%	44 100.0%	35 100.0%	859 100.0%	113 100.0%	221 100.0%	191 100.0%	77 100.0%	66 100.0%	190 100.0%	858 100.0%
Yes	640 73.7%	137 63.2%	154 66.3%	285 86.2%	40 90.7%	21 60.4%	637 74.2%	67 58.7%	164 74.3%	156 81.5%	67 88.1%	59 89.6%	120 63.3%	633 73.8%
No	228 26.3%	80 36.8%	78 33.7%	46 13.8%	4 9.3%	14 39.6%	222 25.8%	47 41.3%	57 25.7%	35 18.5%	9 11.9%	7 10.4%	70 36.7%	225 26.2%

3a. If YES, which facilities have you or your household used? (Please circle the number beside **all** that apply)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	636 100.0%	274 100.0%	356 100.0%	630 100.0%	41 100.0%	249 100.0%	194 100.0%	117 100.0%	34 100.0%	634 100.0%	159 100.0%	362 100.0%	115 100.0%	636 100.0%
Ice arena	290 45.7%	111 40.6%	179 50.3%	290 46.1%	21 51.0%	145 58.2%	90 46.1%	28 24.0%	7 21.4%	290 45.8%	61 38.2%	167 46.2%	63 54.3%	290 45.7%
Indoor swimming pool	366 57.5%	162 59.0%	202 56.7%	363 57.7%	23 57.1%	176 70.8%	103 53.1%	56 48.1%	6 17.7%	365 57.5%	86 53.9%	211 58.3%	69 60.1%	366 57.5%
Seniors centre	75 11.9%	33 12.0%	40 11.3%	73 11.6%	0 .0%	6 2.2%	23 11.7%	34 29.5%	13 38.0%	75 11.9%	19 11.8%	44 12.1%	13 11.2%	75 11.9%
Curling rink	14 2.2%	6 2.3%	8 2.1%	14 2.2%	2 4.0%	4 1.6%	4 2.0%	5 3.9%	0 .0%	14 2.2%	4 2.6%	3 .9%	7 5.8%	14 2.2%
A community recreation centre	257 40.4%	118 43.1%	137 38.4%	255 40.4%	14 33.9%	131 52.7%	77 39.5%	29 24.5%	6 18.3%	256 40.4%	59 36.8%	151 41.7%	47 41.0%	257 40.4%
Performing arts theatre	180 28.3%	91 33.3%	88 24.7%	179 28.5%	6 16.0%	54 21.8%	63 32.3%	41 34.7%	15 45.2%	179 28.3%	40 25.0%	102 28.3%	38 32.7%	180 28.3%
A museum or heritage site	193 30.4%	84 30.6%	108 30.4%	192 30.5%	9 21.8%	83 33.2%	63 32.3%	29 24.6%	9 27.0%	192 30.3%	51 32.2%	109 30.0%	33 28.8%	193 30.4%
A public art gallery	137 21.5%	66 24.2%	71 19.8%	137 21.7%	5 11.6%	47 19.1%	43 21.9%	32 27.6%	10 29.2%	137 21.6%	49 30.9%	66 18.4%	21 18.3%	137 21.5%
A school outside of school hours	177 27.9%	70 25.6%	107 30.1%	177 28.2%	11 27.4%	83 33.3%	66 33.8%	15 12.5%	3 9.6%	177 28.0%	46 28.9%	94 26.0%	37 32.4%	177 27.9%
Other	59 9.3%	25 9.1%	34 9.7%	59 9.4%	5 11.6%	19 7.5%	17 9.0%	16 13.6%	3 7.9%	59 9.3%	16 9.9%	37 10.3%	6 5.4%	59 9.3%

3a. If YES, which facilities have you or your household used? (Please circle the number beside **all** that apply)

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	636 100.0%	135 100.0%	152 100.0%	285 100.0%	40 100.0%	21 100.0%	633 100.0%	66 100.0%	164 100.0%	154 100.0%	67 100.0%	59 100.0%	120 100.0%	630 100.0%
Ice arena	290 45.7%	41 30.2%	46 30.4%	172 60.5%	19 48.2%	10 48.0%	289 45.6%	19 28.6%	66 40.4%	80 52.1%	48 71.6%	25 43.2%	49 41.2%	288 45.8%
Indoor swimming pool	366 57.5%	45 33.3%	60 39.2%	215 75.6%	35 87.7%	10 46.5%	365 57.6%	36 54.9%	80 49.0%	94 60.9%	43 63.7%	42 70.8%	69 57.6%	364 57.8%
Seniors centre	75 11.9%	34 25.5%	25 16.7%	13 4.5%	2 4.0%	1 7.0%	75 11.9%	14 20.6%	21 13.1%	18 11.5%	2 2.8%	0 .0%	20 16.6%	74 11.8%
Curling rink	14 2.2%	4 2.9%	3 1.8%	7 2.6%	0 .0%	0 .0%	14 2.2%	3 4.0%	2 1.0%	4 2.4%	3 4.6%	2 2.8%	1 1.0%	14 2.2%
A community recreation centre	257 40.4%	26 18.9%	46 30.1%	147 51.6%	28 69.4%	10 48.0%	256 40.5%	25 37.9%	59 35.8%	72 47.0%	29 42.7%	26 43.7%	45 37.7%	256 40.6%
Performing arts theatre	180 28.3%	54 39.7%	53 35.0%	63 22.0%	8 20.4%	2 9.7%	180 28.4%	15 23.3%	34 20.6%	46 30.2%	21 30.5%	21 34.7%	41 34.6%	178 28.3%
A museum or heritage site	193 30.4%	48 35.8%	42 27.8%	86 30.1%	12 29.8%	4 17.8%	192 30.3%	12 17.9%	46 27.8%	55 35.9%	23 34.2%	22 36.9%	35 28.9%	192 30.5%
A public art gallery	137 21.5%	55 41.0%	27 17.6%	47 16.4%	5 13.3%	3 12.8%	137 21.6%	12 18.4%	41 24.9%	33 21.6%	17 24.5%	10 17.8%	23 18.8%	136 21.5%
A school outside of school hours	177 27.9%	26 19.4%	29 18.8%	99 34.8%	17 41.4%	7 32.5%	177 28.0%	14 21.4%	42 25.8%	34 22.4%	27 40.0%	26 44.8%	32 26.9%	177 28.0%
Other	59 9.3%	12 8.8%	15 10.1%	25 8.7%	5 11.8%	3 12.0%	59 9.4%	4 5.6%	23 13.7%	7 4.8%	9 12.8%	4 6.2%	13 11.1%	59 9.4%

4. How satisfied are you with the recreation and cultural facilities that are available in The New City of Hamilton? (Please circle one number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	641 100.0%	277 100.0%	357 100.0%	634 100.0%	42 100.0%	249 100.0%	193 100.0%	121 100.0%	33 100.0%	638 100.0%	162 100.0%	363 100.0%	115 100.0%	641 100.0%
Very satisfied	117 18.3%	63 22.8%	53 14.8%	116 18.3%	6 14.0%	46 18.3%	36 18.9%	23 19.1%	6 18.7%	117 18.3%	36 21.9%	62 17.0%	20 17.3%	117 18.3%
Somewhat satisfied	331 51.6%	138 49.7%	187 52.4%	325 51.2%	21 49.1%	112 45.0%	107 55.5%	69 57.0%	19 58.1%	328 51.4%	83 51.0%	185 50.9%	63 54.7%	331 51.6%
Neutral	126 19.7%	48 17.3%	78 21.9%	126 19.9%	11 25.8%	61 24.7%	32 16.7%	18 15.1%	3 10.1%	126 19.8%	28 17.4%	75 20.5%	23 20.1%	126 19.7%
Somewhat dissatisfied	41 6.4%	14 5.2%	26 7.4%	41 6.4%	2 4.8%	22 9.0%	11 5.5%	5 3.9%	1 3.2%	41 6.4%	9 5.8%	26 7.1%	5 4.7%	41 6.4%
Very dissatisfied	11 1.8%	4 1.5%	7 2.0%	11 1.8%	2 3.8%	5 2.1%	3 1.6%	2 1.3%	0 .0%	11 1.8%	2 1.3%	8 2.2%	1 1.1%	11 1.8%
Don't know/no opinion	15 2.3%	10 3.4%	5 1.5%	15 2.3%	1 2.5%	3 1.1%	3 1.8%	4 3.5%	3 9.9%	15 2.3%	4 2.6%	8 2.2%	2 2.2%	15 2.3%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	641 100.0%	141 100.0%	154 100.0%	281 100.0%	40 100.0%	21 100.0%	637 100.0%	68 100.0%	167 100.0%	157 100.0%	64 100.0%	59 100.0%	120 100.0%	634 100.0%
Very satisfied	117 18.3%	32 22.6%	22 14.4%	54 19.1%	6 14.7%	4 17.8%	117 18.4%	14 20.8%	29 17.2%	34 21.4%	10 15.8%	10 17.5%	20 16.7%	117 18.4%
Somewhat satisfied	331 51.6%	74 52.5%	88 57.3%	129 45.8%	26 65.4%	11 54.0%	328 51.5%	30 44.7%	103 62.0%	76 48.2%	36 56.2%	24 41.5%	57 47.6%	327 51.5%
Neutral	126 19.7%	20 14.1%	29 19.0%	66 23.6%	5 12.3%	4 20.5%	124 19.5%	12 17.6%	29 17.2%	27 17.5%	11 17.7%	12 19.7%	33 27.6%	124 19.6%
Somewhat dissatisfied	41 6.4%	9 6.5%	9 5.7%	20 7.0%	2 4.0%	2 7.8%	41 6.4%	6 9.2%	4 2.2%	12 7.6%	5 7.1%	9 15.1%	6 4.6%	41 6.4%
Very dissatisfied	11 1.8%	2 1.2%	0 .3%	9 3.2%	0 1.0%	0 .0%	11 1.8%	2 2.4%	0 .0%	5 3.4%	2 3.2%	2 3.4%	0 .3%	11 1.8%
Don't know/no opinion	15 2.3%	5 3.2%	5 3.3%	4 1.4%	1 2.6%	0 .0%	15 2.3%	4 5.3%	2 1.5%	3 2.0%	0 .0%	2 2.7%	4 3.1%	14 2.3%

5. Does anything limit or prevent your household from participating in leisure time activities? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	850 100.0%	361 100.0%	484 100.0%	845 100.0%	58 100.0%	283 100.0%	255 100.0%	173 100.0%	76 100.0%	845 100.0%	232 100.0%	478 100.0%	139 100.0%	850 100.0%
Yes	271 31.8%	137 37.8%	131 27.0%	267 31.6%	19 32.2%	104 36.7%	79 31.0%	35 20.3%	31 40.8%	268 31.7%	74 32.0%	151 31.5%	46 32.7%	271 31.8%
No	579 68.2%	225 62.2%	354 73.0%	578 68.4%	40 67.8%	179 63.3%	176 69.0%	138 79.7%	45 59.2%	578 68.3%	158 68.0%	328 68.5%	94 67.3%	579 68.2%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	850 100.0%	216 100.0%	231 100.0%	318 100.0%	43 100.0%	35 100.0%	843 100.0%	112 100.0%	214 100.0%	188 100.0%	72 100.0%	65 100.0%	190 100.0%	841 100.0%
Yes	271 31.8%	68 31.6%	52 22.4%	115 36.2%	15 34.6%	16 45.5%	266 31.6%	48 42.9%	65 30.5%	54 28.6%	20 27.5%	27 41.5%	53 27.9%	267 31.7%
No	579 68.2%	148 68.4%	179 77.6%	202 63.8%	28 65.4%	19 54.5%	577 68.4%	64 57.1%	149 69.5%	134 71.4%	52 72.5%	38 58.5%	137 72.1%	574 68.3%

6. Are new or improved parks or **outdoor** recreation areas needed in The New City of Hamilton? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	859 100.0%	364 100.0%	488 100.0%	851 100.0%	59 100.0%	289 100.0%	259 100.0%	175 100.0%	73 100.0%	854 100.0%	237 100.0%	483 100.0%	139 100.0%	859 100.0%
Yes	609 70.8%	261 71.8%	342 70.0%	603 70.8%	47 79.7%	222 77.1%	182 70.3%	123 70.4%	31 42.0%	605 70.8%	163 69.0%	347 71.8%	98 70.5%	609 70.8%
No	251 29.2%	102 28.2%	146 30.0%	249 29.2%	12 20.3%	66 22.9%	77 29.7%	52 29.6%	42 58.0%	249 29.2%	73 31.0%	136 28.2%	41 29.5%	251 29.2%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	859 100.0%	221 100.0%	230 100.0%	323 100.0%	43 100.0%	36 100.0%	853 100.0%	114 100.0%	216 100.0%	195 100.0%	73 100.0%	65 100.0%	186 100.0%	849 100.0%
Yes	609 70.8%	148 67.2%	152 66.2%	252 78.0%	29 67.3%	24 66.8%	606 71.0%	68 59.5%	164 76.1%	143 73.3%	61 82.9%	55 83.3%	113 60.6%	603 71.0%
No	251 29.2%	72 32.8%	78 33.8%	71 22.0%	14 32.7%	12 33.2%	247 29.0%	46 40.5%	52 23.9%	52 26.7%	12 17.1%	11 16.7%	73 39.4%	247 29.0%

6a. If YES, which types of new or improved spaces are needed? (Please circle the number beside **all** that are needed)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	602 100.0%	259 100.0%	337 100.0%	596 100.0%	47 100.0%	219 100.0%	180 100.0%	123 100.0%	30 100.0%	599 100.0%	159 100.0%	345 100.0%	98 100.0%	602 100.0%
Waterfront Parks	251 41.7%	100 38.8%	147 43.7%	248 41.6%	19 41.5%	85 38.7%	82 45.6%	49 39.9%	13 44.0%	249 41.5%	70 44.1%	141 40.8%	40 41.1%	251 41.7%
Sports Fields	166 27.6%	67 25.7%	98 28.9%	164 27.5%	8 16.7%	78 35.6%	47 26.0%	30 24.4%	1 5.0%	164 27.4%	32 20.4%	102 29.6%	32 32.2%	166 27.6%
Paths / Trails	242 40.2%	92 35.6%	147 43.6%	239 40.1%	18 39.4%	89 40.7%	76 42.2%	44 35.9%	11 37.5%	239 39.9%	64 40.1%	139 40.4%	39 39.8%	242 40.2%
General park / Picnic areas	205 34.0%	86 33.3%	116 34.5%	203 34.0%	10 21.1%	74 33.9%	67 37.2%	38 31.0%	15 50.8%	204 34.1%	55 34.9%	115 33.3%	34 35.2%	205 34.0%
Outdoor pools and spray parks	150 24.9%	80 31.0%	70 20.7%	150 25.2%	15 32.8%	65 29.4%	41 22.7%	26 20.8%	4 12.6%	150 25.1%	48 30.3%	76 22.1%	26 26.3%	150 24.9%
Natural open space	218 36.2%	93 35.9%	125 36.9%	218 36.5%	15 32.0%	68 30.9%	72 40.2%	51 41.5%	11 37.4%	217 36.3%	63 39.5%	123 35.7%	32 32.6%	218 36.2%
Playgrounds	171 28.4%	82 31.7%	88 26.2%	171 28.6%	16 33.7%	76 34.6%	48 26.6%	25 20.5%	6 19.7%	171 28.5%	54 34.2%	89 25.8%	27 28.0%	171 28.4%
Outdoor heritage sites	81 13.4%	37 14.4%	42 12.6%	80 13.4%	5 11.4%	22 10.1%	21 11.9%	25 20.1%	6 20.9%	80 13.3%	26 16.4%	42 12.2%	12 12.7%	81 13.4%
Public squares	104 17.2%	42 16.3%	61 18.2%	104 17.4%	9 18.9%	31 14.2%	34 18.9%	24 19.5%	6 18.9%	104 17.3%	29 18.4%	55 16.0%	19 19.5%	104 17.2%
Public gardens	182 30.3%	82 31.6%	99 29.5%	181 30.4%	19 40.6%	48 21.7%	60 33.5%	41 33.1%	14 46.4%	181 30.3%	49 30.9%	104 30.0%	29 30.1%	182 30.3%
Other	114 19.0%	47 18.2%	67 19.8%	114 19.1%	5 10.6%	53 24.2%	30 16.7%	22 17.7%	4 14.0%	114 19.0%	27 17.1%	71 20.7%	16 16.1%	114 19.0%

6a. If YES, which types of new or improved spaces are needed? (Please circle the number beside **all** that are needed)

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	602 100.0%	145 100.0%	151 100.0%	251 100.0%	29 100.0%	24 100.0%	600 100.0%	68 100.0%	160 100.0%	143 100.0%	61 100.0%	54 100.0%	112 100.0%	597 100.0%
Waterfront Parks	251 41.7%	62 42.7%	68 45.4%	101 40.1%	6 20.6%	13 52.7%	249 41.6%	27 40.1%	57 35.5%	71 49.7%	32 52.5%	26 47.5%	37 32.8%	249 41.7%
Sports Fields	166 27.6%	28 19.1%	35 23.5%	89 35.4%	9 33.9%	4 15.6%	165 27.5%	14 20.8%	29 18.3%	39 27.2%	25 41.6%	24 44.2%	33 29.9%	165 27.6%
Paths / Trails	242 40.2%	67 45.9%	63 41.9%	91 36.2%	8 28.6%	11 45.2%	240 40.0%	25 36.8%	56 35.1%	49 34.7%	33 54.8%	25 46.6%	49 43.9%	238 39.9%
General park / Picnic areas	205 34.0%	48 33.0%	49 32.7%	89 35.5%	4 14.7%	14 57.7%	204 34.1%	24 34.7%	57 35.8%	49 34.7%	17 27.5%	18 32.6%	39 34.6%	203 34.1%
Outdoor pools and spray parks	150 24.9%	21 14.2%	36 23.7%	77 30.9%	11 38.3%	5 21.7%	150 25.0%	15 22.0%	36 22.5%	36 25.1%	16 26.3%	12 22.0%	36 31.9%	150 25.2%
Natural open space	218 36.2%	67 45.9%	57 37.6%	75 29.9%	11 37.2%	8 35.6%	218 36.3%	23 34.5%	58 36.4%	53 37.2%	19 32.0%	20 37.7%	41 36.4%	215 36.1%
Playgrounds	171 28.4%	27 18.7%	35 23.2%	92 36.7%	9 31.9%	7 30.5%	171 28.5%	19 28.4%	44 27.8%	39 27.2%	17 27.5%	17 32.1%	34 30.5%	171 28.6%
Outdoor heritage sites	81 13.4%	30 20.9%	21 13.9%	22 8.6%	5 18.1%	2 6.8%	80 13.3%	11 16.3%	18 11.4%	13 9.3%	11 18.4%	4 8.1%	21 18.6%	79 13.2%
Public squares	104 17.2%	34 23.2%	26 17.5%	38 15.0%	4 13.9%	2 6.8%	104 17.3%	8 12.4%	25 15.7%	29 20.3%	15 24.4%	11 20.1%	13 12.0%	101 17.0%
Public gardens	182 30.3%	57 39.3%	49 32.5%	60 23.9%	8 28.8%	7 29.4%	181 30.3%	21 30.2%	59 36.9%	45 31.2%	16 26.5%	13 24.4%	28 25.3%	181 30.4%
Other	114 19.0%	22 14.9%	34 22.4%	47 18.8%	5 15.6%	7 30.9%	114 19.1%	8 11.7%	33 20.9%	23 16.4%	14 21.4%	15 28.4%	19 16.7%	113 18.9%

7. Are new or improved **indoor** spaces needed in The New City of Hamilton? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	833 100.0%	347 100.0%	475 100.0%	823 100.0%	57 100.0%	285 100.0%	248 100.0%	169 100.0%	69 100.0%	827 100.0%	225 100.0%	473 100.0%	134 100.0%	833 100.0%
Yes	535 64.2%	231 66.5%	296 62.3%	527 64.1%	42 73.9%	200 70.4%	160 64.7%	95 56.3%	33 48.3%	531 64.2%	143 63.7%	303 64.0%	88 65.7%	535 64.2%
No	298 35.8%	116 33.5%	179 37.7%	296 35.9%	15 26.1%	84 29.6%	87 35.3%	74 43.7%	36 51.7%	296 35.8%	82 36.3%	170 36.0%	46 34.3%	298 35.8%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	833 100.0%	207 100.0%	228 100.0%	316 100.0%	42 100.0%	33 100.0%	826 100.0%	109 100.0%	203 100.0%	188 100.0%	75 100.0%	64 100.0%	185 100.0%	823 100.0%
Yes	535 64.2%	122 59.0%	132 57.8%	227 71.7%	32 74.7%	20 59.4%	532 64.4%	61 56.1%	134 66.1%	123 65.6%	48 63.7%	52 81.5%	112 60.4%	530 64.4%
No	298 35.8%	85 41.0%	96 42.2%	89 28.3%	11 25.3%	13 40.6%	294 35.6%	48 43.9%	69 33.9%	65 34.4%	27 36.3%	12 18.5%	73 39.6%	294 35.6%

7a. If YES, which types of new or improved indoor spaces are needed? (Please circle the number beside **all** that are needed)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	532 100.0%	231 100.0%	293 100.0%	524 100.0%	42 100.0%	200 100.0%	159 100.0%	93 100.0%	33 100.0%	528 100.0%	141 100.0%	303 100.0%	87 100.0%	532 100.0%
Fitness facilities	196 36.9%	90 38.9%	104 35.5%	194 37.0%	15 36.0%	79 39.2%	69 43.4%	31 32.9%	1 4.4%	195 36.9%	54 38.5%	109 35.8%	33 38.1%	196 36.9%
Arenas	201 37.8%	77 33.3%	123 41.9%	200 38.1%	14 34.3%	91 45.5%	56 35.4%	29 31.4%	9 25.9%	200 37.8%	40 28.1%	130 42.8%	32 36.2%	201 37.8%
Performing arts facilities	64 11.9%	30 13.2%	32 10.9%	62 11.9%	8 18.6%	21 10.7%	18 11.3%	14 14.8%	1 4.4%	62 11.8%	20 14.1%	32 10.7%	11 12.9%	64 11.9%
Public art galleries and studios	50 9.5%	25 10.9%	25 8.6%	50 9.6%	8 18.7%	19 9.6%	14 8.9%	6 6.0%	4 11.2%	50 9.6%	20 14.1%	23 7.5%	8 9.0%	50 9.5%
Museum / Heritage sites	83 15.7%	33 14.4%	49 16.7%	82 15.7%	4 8.7%	30 15.0%	33 20.5%	11 12.1%	5 14.2%	82 15.6%	23 16.3%	49 16.0%	12 13.3%	83 15.7%
Gymnasia	97 18.3%	41 17.8%	56 19.0%	97 18.5%	5 12.2%	58 29.0%	26 16.6%	7 7.7%	0 .0%	97 18.3%	23 16.3%	58 19.3%	16 18.1%	97 18.3%
Indoor pools	188 35.4%	97 41.8%	91 31.1%	187 35.8%	13 30.3%	84 42.1%	50 31.4%	36 38.6%	5 13.7%	187 35.5%	44 31.1%	118 39.0%	26 30.0%	188 35.4%
Teen centres	258 48.5%	114 49.2%	141 48.3%	255 48.7%	24 57.3%	93 46.3%	87 54.4%	39 41.6%	14 42.5%	256 48.5%	62 43.7%	154 50.8%	42 48.1%	258 48.5%
Seniors centres	154 29.0%	69 29.8%	83 28.3%	152 29.0%	2 3.9%	27 13.3%	47 29.7%	58 62.7%	19 55.7%	152 28.9%	41 28.9%	88 28.9%	26 29.5%	154 29.0%
Other	45 8.4%	18 8.0%	26 8.9%	44 8.5%	5 11.2%	18 8.9%	17 10.4%	4 3.9%	2 4.9%	44 8.4%	9 6.7%	29 9.6%	6 7.1%	45 8.4%

7a. If YES, which types of new or improved indoor spaces are needed? (Please circle the number beside **all** that are needed)

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	532 100.0%	121 100.0%	129 100.0%	227 100.0%	32 100.0%	20 100.0%	528 100.0%	60 100.0%	133 100.0%	124 100.0%	48 100.0%	51 100.0%	111 100.0%	527 100.0%
Fitness facilities	196 36.9%	44 36.1%	41 31.9%	96 42.1%	10 30.7%	5 26.0%	195 37.0%	19 32.0%	45 34.2%	45 36.3%	24 51.1%	24 48.0%	37 33.2%	195 37.1%
Arenas	201 37.8%	31 25.7%	49 38.0%	105 46.4%	9 29.7%	5 24.7%	200 37.8%	16 27.0%	51 38.1%	51 41.0%	27 56.7%	17 33.7%	37 33.6%	199 37.8%
Performing arts facilities	64 11.9%	23 19.2%	12 9.4%	26 11.3%	2 5.1%	0 .0%	62 11.8%	6 9.9%	14 10.4%	17 13.7%	4 9.1%	6 11.2%	15 13.1%	61 11.7%
Public art galleries and studios	50 9.5%	21 17.7%	11 8.4%	15 6.6%	1 4.6%	2 8.2%	50 9.6%	5 8.7%	10 7.2%	12 9.9%	7 14.7%	3 6.4%	12 10.9%	49 9.4%
Museum / Heritage sites	83 15.7%	33 27.6%	19 14.3%	24 10.7%	4 11.7%	2 12.4%	82 15.6%	10 17.1%	19 14.4%	18 14.2%	8 16.9%	9 18.1%	18 15.8%	82 15.5%
Gymnasia	97 18.3%	12 9.9%	20 15.8%	53 23.2%	8 25.9%	4 18.9%	97 18.3%	5 8.9%	26 19.6%	26 20.9%	7 15.7%	8 16.5%	24 21.3%	97 18.4%
Indoor pools	188 35.4%	28 23.4%	40 31.2%	95 42.0%	16 50.5%	8 38.7%	187 35.5%	21 35.8%	42 31.9%	40 32.3%	20 41.0%	21 41.4%	43 38.7%	187 35.6%
Teen centres	258 48.5%	50 41.1%	58 45.2%	119 52.4%	22 68.8%	8 40.8%	257 48.6%	20 34.3%	71 53.6%	62 50.3%	24 49.7%	20 39.3%	58 52.2%	256 48.6%
Seniors centres	154 29.0%	57 47.4%	52 40.3%	31 13.5%	6 18.7%	7 36.6%	153 29.0%	27 45.6%	42 31.3%	34 27.8%	9 18.2%	7 14.5%	34 30.3%	153 29.1%
Other	45 8.4%	7 6.1%	7 5.3%	28 12.4%	0 1.3%	2 8.2%	44 8.4%	2 3.4%	7 5.0%	14 11.4%	4 8.2%	8 15.6%	9 8.5%	44 8.4%

8. What is the maximum property tax increase (or rent, if a renter) you would support to help improve and / or expand parks, culture or recreation services or spaces in The New City of Hamilton? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	872 100.0%	370 100.0%	493 100.0%	863 100.0%	58 100.0%	291 100.0%	261 100.0%	180 100.0%	74 100.0%	865 100.0%	241 100.0%	490 100.0%	142 100.0%	872 100.0%
None - no increase	443 50.8%	186 50.4%	250 50.6%	436 50.5%	24 40.5%	125 43.1%	143 54.8%	103 57.2%	42 57.3%	438 50.6%	117 48.7%	263 53.6%	64 44.7%	443 50.8%
$20 - $40 per year	283 32.5%	134 36.2%	149 30.2%	283 32.8%	25 43.6%	102 34.9%	74 28.3%	59 32.9%	22 30.2%	283 32.7%	77 32.2%	159 32.5%	47 33.0%	283 32.5%
$41 - $60 per year	65 7.5%	22 5.8%	43 8.6%	64 7.4%	4 7.1%	27 9.2%	20 7.5%	9 4.8%	5 6.6%	64 7.4%	20 8.3%	32 6.6%	13 9.1%	65 7.5%
$61 - 80 per year	23 2.6%	12 3.4%	10 2.1%	23 2.7%	2 2.8%	16 5.4%	2 .8%	2 1.1%	1 2.0%	23 2.7%	4 1.7%	15 3.0%	4 2.9%	23 2.6%
$81 - $100 per year	40 4.6%	10 2.8%	30 6.0%	40 4.6%	4 6.1%	13 4.4%	14 5.5%	7 3.7%	3 3.9%	40 4.7%	15 6.1%	16 3.3%	10 6.7%	40 4.6%
More than $100 per year	17 2.0%	5 1.4%	12 2.4%	17 1.9%	0 .0%	9 2.9%	8 3.0%	0 .2%	0 .0%	17 1.9%	7 3.0%	5 1.0%	5 3.5%	17 2.0%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this informati on	
Total	872 100.0%	223 100.0%	235 100.0%	324 100.0%	44 100.0%	36 100.0%	863 100.0%	115 100.0%	219 100.0%	194 100.0%	75 100.0%	65 100.0%	192 100.0%	861 100.0%
None - no increase	443 50.8%	117 52.6%	124 52.7%	156 48.1%	13 28.2%	25 71.0%	435 50.4%	65 56.9%	126 57.3%	86 44.1%	25 33.6%	13 19.8%	122 63.4%	437 50.7%
$20 - $40 per year	283 32.5%	73 32.9%	80 34.1%	104 32.2%	17 38.0%	8 22.1%	283 32.8%	34 29.6%	72 32.6%	79 40.6%	24 32.4%	21 31.3%	53 27.5%	282 32.8%
$41 - $60 per year	65 7.5%	14 6.4%	13 5.4%	27 8.4%	8 17.5%	2 6.9%	64 7.4%	12 10.3%	15 7.0%	10 5.2%	7 8.7%	12 18.2%	7 3.8%	63 7.3%
$61 - 80 per year	23 2.6%	8 3.5%	5 2.2%	9 2.9%	0 .9%	0 .0%	23 2.7%	2 1.4%	2 1.0%	3 1.8%	6 8.5%	7 10.6%	2 1.3%	23 2.7%
$81 - $100 per year	40 4.6%	9 4.1%	8 3.4%	16 5.0%	7 15.3%	0 .0%	40 4.7%	2 1.8%	5 2.1%	13 6.8%	8 10.4%	5 6.9%	7 3.6%	39 4.5%
More than $100 per year	17 2.0%	1 .5%	5 2.1%	11 3.4%	0 .0%	0 .0%	17 2.0%	0 .0%	0 .0%	3 1.5%	5 6.4%	9 13.2%	1 .4%	17 2.0%

9. How does your household find out about parks, culture and recreation services and opportunities in The New City of Hamilton? (Please circle the number beside **all** that apply)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	864 100.0%	367 100.0%	491 100.0%	858 100.0%	58 100.0%	291 100.0%	258 100.0%	182 100.0%	72 100.0%	860 100.0%	239 100.0%	483 100.0%	142 100.0%	864 100.0%
City website	90 10.5%	40 10.8%	51 10.3%	90 10.5%	5 9.2%	48 16.6%	33 13.0%	3 1.6%	0 .6%	90 10.5%	26 11.0%	54 11.1%	11 7.6%	90 10.5%
Community guide	386 44.6%	172 46.8%	212 43.2%	384 44.7%	21 37.2%	165 56.9%	109 42.2%	75 41.1%	15 20.6%	385 44.8%	86 36.0%	227 47.0%	73 51.2%	386 44.6%
Local newspapers	544 62.9%	225 61.2%	315 64.3%	540 62.9%	26 45.1%	160 55.0%	169 65.5%	134 73.7%	51 71.6%	540 62.8%	136 57.0%	310 64.1%	98 69.0%	544 62.9%
Notices through schools	143 16.5%	67 18.4%	75 15.3%	143 16.6%	14 23.6%	73 25.1%	45 17.5%	8 4.7%	2 3.4%	143 16.6%	35 14.5%	92 19.1%	16 11.1%	143 16.5%
Cable television	153 17.7%	63 17.3%	88 18.0%	152 17.7%	10 18.1%	38 13.1%	47 18.3%	31 17.3%	25 34.7%	152 17.7%	59 24.6%	79 16.4%	15 10.5%	153 17.7%
Word of mouth	572 66.2%	243 66.1%	326 66.4%	569 66.3%	40 69.0%	211 72.5%	175 68.1%	103 56.6%	39 54.4%	568 66.1%	172 71.9%	308 63.8%	92 64.6%	572 66.2%
Other	65 7.6%	29 7.9%	35 7.2%	64 7.5%	5 9.0%	22 7.6%	23 8.8%	11 5.9%	4 5.0%	64 7.5%	31 13.2%	24 5.0%	10 6.7%	65 7.6%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	864 100.0%	220 100.0%	233 100.0%	323 100.0%	44 100.0%	37 100.0%	857 100.0%	114 100.0%	216 100.0%	195 100.0%	74 100.0%	65 100.0%	190 100.0%	855 100.0%
City website	90 10.5%	12 5.4%	14 5.9%	54 16.8%	10 21.7%	1 2.8%	90 10.6%	6 5.1%	14 6.6%	26 13.2%	17 22.7%	13 20.0%	15 7.8%	90 10.6%
Community guide	386 44.6%	85 38.5%	84 36.2%	176 54.6%	26 59.5%	14 37.1%	386 45.0%	34 29.7%	98 45.2%	95 48.8%	36 49.0%	37 56.8%	84 44.4%	385 45.0%
Local newspapers	544 62.9%	151 68.7%	159 68.2%	180 55.7%	27 59.9%	21 56.8%	538 62.7%	71 62.2%	150 69.5%	118 60.5%	45 60.4%	36 55.6%	117 61.5%	537 62.8%
Notices through schools	143 16.5%	5 2.4%	13 5.6%	96 29.7%	23 51.2%	4 11.1%	141 16.5%	13 11.2%	29 13.4%	33 16.9%	19 25.1%	15 23.4%	32 17.1%	141 16.5%
Cable television	153 17.7%	51 23.4%	39 16.6%	46 14.4%	4 8.4%	12 31.5%	152 17.7%	18 15.9%	46 21.5%	35 17.9%	9 12.5%	7 10.3%	36 19.0%	152 17.7%
Word-of-mouth	572 66.2%	146 66.1%	153 65.7%	216 66.9%	32 72.5%	22 58.5%	569 66.3%	65 57.4%	138 63.9%	135 69.0%	52 69.9%	56 84.9%	120 63.2%	566 66.2%
Other	65 7.6%	13 5.8%	12 5.1%	32 9.9%	4 8.9%	4 10.0%	64 7.5%	8 7.5%	15 6.9%	13 6.9%	11 15.2%	6 9.8%	10 5.1%	64 7.5%

10. At present, the operation of public parks, culture and recreation facilities in The New City of Hamilton is paid partly by users and partly by taxpayers. How should the operation of facilities be financed in the future? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	862 100.0%	371 100.0%	485 100.0%	856 100.0%	58 100.0%	292 100.0%	257 100.0%	179 100.0%	71 100.0%	858 100.0%	238 100.0%	483 100.0%	141 100.0%	862 100.0%
Raise user fees and lower tax support	187 21.7%	74 20.0%	112 23.2%	187 21.8%	9 15.4%	44 14.9%	71 27.8%	40 22.2%	22 31.3%	186 21.7%	46 19.4%	107 22.1%	34 23.9%	187 21.7%
Keep user fees and taxes in the same ratio as they are now	586 68.0%	260 69.9%	321 66.2%	580 67.8%	38 66.0%	221 75.5%	155 60.3%	126 70.1%	43 60.8%	583 68.0%	166 70.0%	332 68.8%	87 61.9%	586 68.0%
lower user fees and raise tax support	89 10.3%	37 10.0%	52 10.6%	89 10.4%	11 18.6%	28 9.6%	31 11.9%	14 7.7%	6 7.9%	89 10.3%	25 10.6%	44 9.1%	20 14.2%	89 10.3%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	862 100.0%	221 100.0%	231 100.0%	326 100.0%	44 100.0%	33 100.0%	856 100.0%	112 100.0%	222 100.0%	193 100.0%	76 100.0%	64 100.0%	188 100.0%	855 100.0%
Raise user fees and lower tax support	187 21.7%	47 21.2%	58 25.3%	69 21.0%	3 7.9%	8 23.2%	185 21.6%	27 24.3%	55 24.6%	36 18.5%	13 16.5%	9 13.4%	47 25.3%	186 21.8%
Keep user fees and taxes in the same ratio as they are now	586 68.0%	150 67.7%	158 68.4%	222 68.1%	28 63.5%	24 72.3%	582 68.0%	72 64.3%	149 67.4%	140 72.5%	49 63.9%	41 63.4%	130 69.1%	580 67.9%
lower user fees and raise tax support	89 10.3%	24 11.1%	15 6.3%	36 10.9%	13 28.5%	1 4.4%	89 10.4%	13 11.4%	18 8.1%	17 9.1%	15 19.6%	15 23.2%	10 5.6%	88 10.3%

11. Should all fees and charges for parks, culture and recreation services and facilities be the same for all users? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	853 100.0%	361 100.0%	485 100.0%	846 100.0%	56 100.0%	290 100.0%	256 100.0%	180 100.0%	67 100.0%	849 100.0%	238 100.0%	477 100.0%	139 100.0%	853 100.0%
Yes	355 41.6%	132 36.7%	221 45.5%	353 41.8%	17 31.1%	126 43.5%	108 42.0%	70 39.1%	33 49.1%	354 41.7%	93 39.2%	204 42.9%	57 41.3%	355 41.6%
No	490 57.5%	223 61.7%	263 54.2%	486 57.4%	38 68.9%	162 55.7%	146 57.2%	107 59.5%	34 50.9%	488 57.4%	142 59.9%	269 56.5%	79 56.9%	490 57.5%
	8 .9%	6 1.6%	1 .3%	7 .8%	0 .0%	2 .8%	2 .8%	3 1.4%	0 .0%	7 .8%	2 .9%	3 .7%	2 1.8%	8 .9%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this informati on	
Total	853 100.0%	219 100.0%	232 100.0%	322 100.0%	43 100.0%	31 100.0%	846 100.0%	109 100.0%	219 100.0%	189 100.0%	75 100.0%	65 100.0%	187 100.0%	845 100.0%
Yes	355 41.6%	85 38.7%	93 40.3%	150 46.6%	9 21.9%	15 49.2%	353 41.7%	35 32.4%	107 48.7%	79 41.6%	32 42.8%	31 47.0%	68 36.5%	352 41.6%
No	490 57.5%	132 60.1%	138 59.5%	170 52.7%	32 74.3%	16 50.8%	487 57.5%	71 65.2%	109 49.9%	110 58.1%	42 56.1%	35 53.0%	119 63.5%	486 57.5%
	8 .9%	3 1.1%	0 .2%	2 .8%	2 3.8%	0 .0%	7 .8%	3 2.5%	3 1.4%	0 .2%	1 1.1%	0 .0%	0 .0%	7 .8%

11a. If NO, what factors should influence the level at which user fees should be set? (Please circle the number beside **all** the factors which apply)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	494 100.0%	226 100.0%	264 100.0%	489 100.0%	38 100.0%	163 100.0%	146 100.0%	109 100.0%	36 100.0%	491 100.0%	141 100.0%	272 100.0%	80 100.0%	494 100.0%
Area of residency of user	106 21.6%	44 19.3%	60 22.8%	104 21.2%	4 11.3%	39 24.2%	31 21.2%	26 23.5%	5 14.9%	105 21.5%	24 17.0%	62 22.6%	21 25.9%	106 21.6%
Age of user	358 72.4%	166 73.4%	190 72.1%	356 72.7%	26 68.2%	108 66.6%	111 76.2%	82 75.3%	29 79.9%	356 72.5%	94 66.7%	212 78.0%	51 63.7%	358 72.4%
User's ability to pay	237 48.0%	107 47.6%	127 48.1%	234 47.9%	19 49.6%	70 43.1%	73 49.9%	59 54.3%	14 39.6%	235 47.8%	82 57.8%	122 44.6%	34 42.0%	237 48.0%
The cost to the city of providing the service or facility	150 30.5%	61 27.0%	89 33.8%	150 30.7%	14 36.5%	52 32.2%	47 32.2%	26 23.9%	11 29.9%	150 30.6%	40 28.1%	78 28.6%	33 40.9%	150 30.5%
The quality of the service or facility	193 39.0%	99 44.0%	92 34.9%	192 39.1%	17 44.7%	72 44.4%	70 48.1%	26 23.8%	6 16.8%	191 38.9%	60 42.2%	101 36.9%	32 40.4%	193 39.0%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	494 100.0%	132 100.0%	138 100.0%	171 100.0%	32 100.0%	17 100.0%	490 100.0%	71 100.0%	111 100.0%	110 100.0%	43 100.0%	35 100.0%	121 100.0%	489 100.0%
Area of residency of user	106 21.6%	15 11.4%	34 24.4%	49 28.9%	5 14.2%	3 16.9%	105 21.5%	14 19.6%	16 14.5%	37 33.6%	11 26.5%	8 23.6%	19 15.8%	105 21.5%
Age of user	358 72.4%	98 74.0%	103 74.4%	122 71.5%	20 61.8%	14 82.2%	357 72.8%	53 75.3%	83 74.7%	80 73.1%	28 65.9%	21 59.2%	91 75.2%	356 72.7%
User's ability to pay	237 48.0%	70 52.8%	56 40.5%	72 42.3%	23 71.8%	12 70.4%	233 47.6%	38 54.0%	55 50.1%	49 44.3%	25 58.2%	15 43.2%	51 42.0%	233 47.6%
The cost to the city of providing the service or facility	150 30.5%	38 28.9%	38 27.6%	55 32.2%	15 45.3%	5 27.2%	150 30.7%	20 28.1%	34 30.7%	36 33.0%	18 41.4%	13 38.5%	29 23.9%	150 30.6%
The quality of the service or facility	193 39.0%	48 36.2%	49 35.5%	85 49.7%	8 24.9%	2 10.9%	192 39.1%	22 30.5%	49 44.2%	43 39.4%	21 49.1%	18 50.9%	39 32.4%	192 39.1%

12. When considering building new parks, recreation or cultural facilities, what are the best funding approaches/ (Please circle the number beside **all** that apply)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	837 100.0%	361 100.0%	469 100.0%	831 100.0%	56 100.0%	281 100.0%	254 100.0%	177 100.0%	66 100.0%	833 100.0%	237 100.0%	462 100.0%	139 100.0%	837 100.0%
Cost of new spaces added to the price of new homes	208 24.8%	73 20.1%	133 28.4%	206 24.8%	6 11.3%	83 29.5%	53 20.8%	53 29.9%	11 17.3%	206 24.7%	62 26.1%	109 23.5%	37 26.9%	208 24.8%
Pay-as-you-go through taxes, no borrowing	191 22.8%	79 21.8%	110 23.4%	188 22.7%	11 19.8%	69 24.8%	51 19.9%	42 23.6%	16 24.2%	189 22.7%	57 23.9%	102 22.1%	32 23.1%	191 22.8%
Borrow funds and repay over time through taxes	93 11.1%	36 9.9%	58 12.3%	93 11.2%	4 6.5%	36 12.7%	37 14.5%	12 7.0%	5 7.2%	93 11.2%	22 9.3%	54 11.6%	18 12.9%	93 11.1%
Sell or lease city land to provide funding	286 34.2%	119 32.9%	163 34.8%	282 34.0%	16 28.0%	107 38.0%	90 35.3%	49 28.0%	23 35.4%	285 34.2%	84 35.4%	156 33.7%	47 33.8%	286 34.2%
Partnerships with community groups and public agencies	431 51.5%	199 55.2%	232 49.4%	431 51.9%	42 74.6%	162 57.8%	141 55.4%	67 38.0%	18 28.0%	431 51.7%	120 50.9%	237 51.2%	74 53.3%	431 51.5%
Partnerships with private companies	363 43.4%	164 45.3%	199 42.4%	363 43.7%	24 42.2%	160 57.1%	127 50.0%	39 22.2%	12 18.8%	363 43.5%	108 45.6%	191 41.4%	64 46.1%	363 43.4%
Full user pay basis	106 12.7%	40 11.2%	66 14.0%	106 12.8%	2 4.4%	25 9.0%	33 12.8%	29 16.5%	17 25.3%	106 12.7%	24 10.2%	63 13.7%	19 13.8%	106 12.7%
Community fundraising	471 56.3%	211 58.3%	259 55.2%	470 56.5%	46 81.6%	160 57.2%	155 60.8%	85 48.2%	23 35.8%	470 56.4%	138 58.4%	261 56.5%	72 52.1%	471 56.3%

12. When considering building new parks, recreation or cultural facilities, what are the best funding approaches/ (Please circle the number beside **all** that apply)

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	837 100.0%	217 100.0%	225 100.0%	315 100.0%	42 100.0%	34 100.0%	832 100.0%	107 100.0%	213 100.0%	186 100.0%	74 100.0%	65 100.0%	183 100.0%	828 100.0%
Cost of new spaces added to the price of new homes	208 24.8%	46 21.5%	63 28.0%	82 26.1%	9 22.3%	5 15.4%	206 24.8%	20 19.0%	53 24.7%	43 23.2%	28 37.4%	25 39.4%	36 19.6%	205 24.8%
Pay-as-you-go through taxes, no borrowing	191 22.8%	56 25.7%	51 22.6%	66 20.9%	12 27.7%	5 15.1%	189 22.7%	19 18.0%	48 22.6%	48 26.0%	24 32.0%	16 24.4%	33 18.2%	189 22.8%
Borrow funds and repay over time through taxes	93 11.1%	18 8.3%	22 9.6%	46 14.6%	8 19.1%	0 .0%	93 11.2%	5 4.4%	16 7.5%	19 10.4%	17 23.5%	23 35.5%	13 7.0%	93 11.3%
Sell or lease city land to provide funding	286 34.2%	67 30.8%	78 34.8%	119 37.9%	16 38.5%	3 9.1%	284 34.1%	35 32.7%	74 34.9%	70 37.7%	17 23.3%	24 37.1%	62 34.1%	283 34.2%
Partnerships with community groups and public agencies	431 51.5%	107 49.5%	105 46.5%	177 56.3%	29 69.1%	13 37.8%	431 51.8%	46 42.9%	104 48.8%	106 57.1%	50 66.5%	41 64.2%	80 44.0%	428 51.6%
Partnerships with private companies	363 43.4%	88 40.8%	85 37.9%	154 49.0%	22 51.4%	14 39.9%	363 43.6%	25 23.4%	87 40.6%	93 50.2%	51 68.1%	35 53.7%	72 39.2%	362 43.7%
Full user pay basis	106 12.7%	33 15.4%	39 17.3%	25 8.0%	3 7.3%	5 15.7%	106 12.7%	20 18.6%	30 14.0%	15 8.3%	7 9.9%	4 6.1%	29 16.0%	106 12.7%
Community fundraising	471 56.3%	118 54.5%	116 51.4%	189 60.0%	29 68.2%	18 54.1%	470 56.4%	54 51.1%	120 56.2%	115 61.9%	41 54.8%	34 52.9%	103 56.1%	467 56.4%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Performing Arts

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	836 100.0%	357 100.0%	476 100.0%	833 100.0%	58 100.0%	287 100.0%	254 100.0%	166 100.0%	67 100.0%	833 100.0%	235 100.0%	467 100.0%	134 100.0%	836 100.0%
Too much	18 2.1%	5 1.4%	13 2.8%	18 2.2%	0 .0%	7 2.3%	4 1.8%	2 1.5%	4 6.4%	18 2.2%	2 .9%	13 2.8%	3 2.2%	18 2.1%
Just right	395 47.2%	162 45.4%	231 48.5%	393 47.2%	17 29.6%	130 45.2%	127 49.8%	88 52.9%	31 46.5%	393 47.2%	105 44.6%	221 47.2%	70 51.9%	395 47.2%
Not enough	145 17.3%	72 20.3%	72 15.2%	145 17.3%	10 16.8%	56 19.6%	56 21.9%	18 10.7%	5 7.6%	145 17.3%	49 21.0%	75 16.0%	21 15.7%	145 17.3%
Don't know	278 33.3%	118 33.0%	160 33.6%	278 33.3%	31 53.6%	94 32.9%	67 26.5%	58 35.0%	27 39.5%	278 33.3%	79 33.5%	159 34.0%	41 30.2%	278 33.3%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	836 100.0%	209 100.0%	220 100.0%	324 100.0%	42 100.0%	36 100.0%	831 100.0%	102 100.0%	212 100.0%	190 100.0%	75 100.0%	65 100.0%	185 100.0%	829 100.0%
Too much	18 2.1%	4 1.8%	6 2.8%	8 2.5%	0 .0%	0 .0%	18 2.2%	5 4.6%	3 1.7%	4 1.9%	0 .6%	0 .0%	6 3.1%	18 2.2%
Just right	395 47.2%	90 42.9%	111 50.4%	148 45.6%	23 53.8%	23 63.9%	394 47.4%	47 46.3%	99 46.7%	91 47.7%	41 55.2%	32 49.5%	83 44.8%	393 47.4%
Not enough	145 17.3%	46 22.1%	33 15.0%	60 18.6%	4 8.4%	1 4.1%	145 17.4%	9 8.7%	30 14.1%	33 17.5%	18 23.6%	15 23.8%	38 20.5%	143 17.3%
Don't know	278 33.3%	69 33.2%	70 31.9%	108 33.2%	16 37.9%	11 32.0%	274 33.0%	41 40.4%	80 37.6%	62 32.8%	15 20.7%	17 26.8%	59 31.6%	275 33.1%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Visual Arts and Crafts

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	814 100.0%	349 100.0%	463 100.0%	812 100.0%	58 100.0%	290 100.0%	244 100.0%	155 100.0%	64 100.0%	812 100.0%	230 100.0%	452 100.0%	132 100.0%	814 100.0%
Too much	12 1.5%	3 .9%	9 2.0%	12 1.5%	2 2.8%	4 1.4%	2 1.0%	0 .3%	4 5.8%	12 1.5%	4 1.8%	6 1.4%	2 1.3%	12 1.5%
Just right	317 38.9%	126 36.1%	190 41.0%	316 38.9%	9 15.1%	120 41.4%	113 46.1%	58 37.6%	16 25.7%	316 38.9%	82 35.5%	175 38.7%	60 45.4%	317 38.9%
Not enough	139 17.1%	64 18.5%	74 16.1%	139 17.1%	13 23.0%	47 16.2%	46 18.8%	23 14.6%	10 15.6%	139 17.1%	44 19.1%	78 17.2%	17 13.2%	139 17.1%
Don't know	346 42.5%	155 44.5%	190 41.0%	345 42.5%	34 59.0%	119 41.1%	84 34.2%	74 47.5%	34 52.9%	345 42.5%	101 43.6%	193 42.7%	53 40.1%	346 42.5%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	814 100.0%	205 100.0%	213 100.0%	317 100.0%	42 100.0%	32 100.0%	809 100.0%	106 100.0%	202 100.0%	183 100.0%	74 100.0%	64 100.0%	178 100.0%	807 100.0%
Too much	12 1.5%	2 1.0%	7 3.4%	3 1.0%	0 .0%	0 .0%	12 1.5%	3 2.9%	3 1.5%	1 .8%	2 2.2%	0 .0%	3 1.7%	12 1.5%
Just right	317 38.9%	66 32.2%	84 39.5%	134 42.3%	19 46.0%	11 34.9%	315 38.9%	40 37.4%	62 30.6%	80 43.6%	34 46.1%	29 45.9%	68 38.3%	313 38.8%
Not enough	139 17.1%	43 21.0%	32 15.1%	53 16.6%	7 17.4%	4 11.6%	139 17.2%	17 16.2%	40 19.6%	32 17.5%	13 18.2%	9 14.0%	28 15.5%	139 17.2%
Don't know	346 42.5%	94 45.7%	90 42.1%	127 40.1%	16 36.6%	17 53.6%	343 42.4%	46 43.5%	98 48.2%	70 38.1%	25 33.5%	26 40.1%	79 44.4%	343 42.5%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Recreational Level Sports

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	829 100.0%	354 100.0%	472 100.0%	826 100.0%	59 100.0%	289 100.0%	251 100.0%	163 100.0%	64 100.0%	826 100.0%	235 100.0%	459 100.0%	135 100.0%	829 100.0%
Too much	10 1.1%	6 1.7%	3 .7%	10 1.2%	0 .0%	0 .1%	4 1.5%	1 .6%	4 6.7%	10 1.2%	4 1.8%	3 .7%	2 1.5%	10 1.1%
Just right	341 41.1%	137 38.8%	202 42.9%	340 41.2%	28 46.9%	109 37.8%	117 46.9%	70 43.0%	16 24.6%	340 41.2%	92 39.3%	195 42.4%	54 39.9%	341 41.1%
Not enough	291 35.1%	118 33.3%	171 36.2%	289 35.0%	15 25.5%	128 44.3%	80 32.1%	48 29.2%	17 27.1%	289 35.0%	68 29.0%	167 36.4%	56 41.1%	291 35.1%
Don't know	188 22.7%	93 26.1%	95 20.1%	187 22.7%	16 27.6%	51 17.7%	49 19.5%	44 27.1%	27 41.6%	187 22.7%	70 29.9%	94 20.5%	24 17.5%	188 22.7%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 $100,000 per year	Over $100,000 per year	Do not wish to provide this informati on	
Total	829 100.0%	205 100.0%	215 100.0%	323 100.0%	44 100.0%	36 100.0%	823 100.0%	103 100.0%	210 100.0%	187 100.0%	76 100.0%	65 100.0%	181 100.0%	821 100.0%
Too much	10 1.1%	6 3.0%	0 .0%	2 .5%	0 .0%	2 4.5%	10 1.2%	2 2.0%	2 .9%	0 .0%	0 .0%	0 .0%	6 3.1%	10 1.2%
Just right	341 41.1%	72 35.1%	85 39.6%	149 46.2%	15 33.6%	18 49.0%	339 41.1%	40 38.5%	81 38.7%	77 41.4%	37 48.6%	20 31.3%	83 45.9%	338 41.2%
Not enough	291 35.1%	53 25.9%	70 32.6%	133 41.3%	21 48.5%	11 30.9%	289 35.1%	29 28.5%	74 35.5%	70 37.7%	33 43.2%	36 56.1%	45 25.1%	289 35.2%
Don't know	188 22.7%	74 36.0%	60 27.8%	39 12.0%	8 18.0%	6 15.6%	186 22.6%	32 31.0%	52 24.9%	39 20.9%	6 8.2%	8 12.7%	47 25.9%	185 22.5%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Competitive Level Sports

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	834 100.0%	356 100.0%	476 100.0%	831 100.0%	59 100.0%	292 100.0%	253 100.0%	163 100.0%	66 100.0%	832 100.0%	237 100.0%	464 100.0%	134 100.0%	834 100.0%
Too much	28 3.3%	8 2.1%	20 4.3%	28 3.3%	1 1.8%	7 2.5%	13 5.1%	2 1.2%	5 7.4%	28 3.3%	9 4.0%	11 2.4%	7 5.3%	28 3.3%
Just right	302 36.2%	113 31.7%	188 39.5%	301 36.2%	17 28.6%	108 37.0%	96 38.0%	63 38.6%	17 26.4%	301 36.2%	82 34.5%	165 35.7%	55 41.2%	302 36.2%
Not enough	216 25.9%	77 21.7%	138 29.0%	215 25.8%	15 25.1%	92 31.5%	63 24.9%	40 24.7%	5 7.2%	215 25.8%	52 22.1%	126 27.3%	37 27.6%	216 25.9%
Don't know	289 34.6%	158 44.5%	130 27.3%	288 34.7%	26 44.6%	85 29.0%	81 32.0%	58 35.5%	39 59.0%	288 34.6%	93 39.4%	161 34.6%	35 26.0%	289 34.6%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	834 100.0%	209 100.0%	216 100.0%	324 100.0%	44 100.0%	36 100.0%	829 100.0%	105 100.0%	212 100.0%	188 100.0%	76 100.0%	65 100.0%	181 100.0%	827 100.0%
Too much	28 3.3%	9 4.1%	5 2.1%	12 3.6%	0 .0%	3 9.0%	28 3.4%	4 3.9%	6 3.0%	5 2.5%	3 3.9%	1 1.3%	8 4.3%	27 3.2%
Just right	302 36.2%	59 28.0%	80 37.0%	133 41.2%	21 47.2%	7 20.1%	300 36.2%	39 36.8%	69 32.3%	70 37.1%	28 37.4%	25 38.7%	69 37.9%	299 36.2%
Not enough	216 25.9%	47 22.4%	48 22.2%	102 31.6%	6 14.7%	11 30.7%	215 25.9%	18 17.0%	55 25.8%	51 27.3%	29 38.8%	23 35.5%	39 21.3%	215 26.0%
Don't know	289 34.6%	95 45.5%	83 38.7%	77 23.6%	17 38.1%	14 40.2%	287 34.6%	44 42.2%	82 38.9%	62 33.1%	15 19.9%	16 24.6%	66 36.5%	286 34.6%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Social Activities

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	824 100.0%	353 100.0%	467 100.0%	820 100.0%	57 100.0%	288 100.0%	247 100.0%	169 100.0%	61 100.0%	821 100.0%	229 100.0%	462 100.0%	132 100.0%	824 100.0%
Too much	8 .9%	2 .5%	6 1.3%	8 1.0%	0 .0%	1 .4%	4 1.5%	0 .2%	3 4.4%	8 .9%	2 .9%	5 1.1%	1 .6%	8 .9%
Just right	321 38.9%	128 36.4%	190 40.8%	319 38.9%	12 20.8%	115 39.8%	103 41.7%	71 42.1%	20 32.9%	320 39.0%	83 36.1%	183 39.6%	55 41.4%	321 38.9%
Not enough	235 28.5%	107 30.2%	127 27.2%	233 28.5%	25 44.2%	86 30.0%	65 26.2%	41 24.6%	16 25.4%	233 28.4%	69 30.1%	135 29.1%	31 23.5%	235 28.5%
Don't know	260 31.6%	117 33.0%	143 30.7%	260 31.7%	20 35.1%	86 29.8%	76 30.6%	56 33.0%	23 37.3%	260 31.6%	75 32.9%	139 30.2%	46 34.5%	260 31.6%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	824 100.0%	207 100.0%	220 100.0%	315 100.0%	43 100.0%	33 100.0%	818 100.0%	105 100.0%	209 100.0%	186 100.0%	72 100.0%	63 100.0%	181 100.0%	817 100.0%
Too much	8 .9%	2 .8%	3 1.4%	3 1.0%	0 .0%	0 .0%	8 1.0%	2 1.5%	2 1.0%	3 1.4%	0 .0%	0 .0%	1 .8%	8 1.0%
Just right	321 38.9%	72 34.8%	84 38.2%	138 43.7%	12 28.8%	13 38.4%	319 38.9%	40 38.4%	66 31.7%	89 47.9%	33 45.5%	26 40.5%	65 35.8%	319 39.0%
Not enough	235 28.5%	60 28.9%	63 28.6%	89 28.1%	15 34.8%	7 20.8%	233 28.5%	27 25.9%	58 27.7%	51 27.4%	17 23.7%	20 32.2%	60 32.9%	233 28.5%
Don't know	260 31.6%	74 35.5%	70 31.8%	86 27.2%	16 36.4%	13 40.8%	258 31.6%	36 34.2%	83 39.7%	43 23.3%	22 30.9%	17 27.4%	55 30.6%	257 31.5%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Special Events

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	811 100.0%	354 100.0%	455 100.0%	808 100.0%	58 100.0%	285 100.0%	243 100.0%	161 100.0%	61 100.0%	808 100.0%	226 100.0%	452 100.0%	132 100.0%	811 100.0%
Too much	13 1.6%	3 .9%	10 2.2%	13 1.6%	0 .7%	4 1.5%	6 2.4%	1 .5%	2 2.6%	13 1.6%	3 1.4%	8 1.8%	2 1.3%	13 1.6%
Just right	354 43.6%	166 47.0%	187 41.2%	353 43.7%	14 23.7%	131 45.8%	117 48.2%	68 42.3%	24 38.9%	353 43.7%	103 45.4%	193 42.7%	58 43.9%	354 43.6%
Not enough	222 27.4%	87 24.5%	134 29.5%	221 27.3%	22 38.9%	87 30.3%	62 25.5%	42 26.5%	7 11.0%	220 27.2%	64 28.2%	122 26.9%	37 27.6%	222 27.4%
Don't know	222 27.4%	98 27.7%	124 27.2%	222 27.4%	21 36.7%	64 22.4%	58 24.0%	49 30.7%	29 47.5%	222 27.4%	57 25.0%	130 28.7%	36 27.3%	222 27.4%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	811 100.0%	203 100.0%	215 100.0%	312 100.0%	43 100.0%	33 100.0%	805 100.0%	100 100.0%	209 100.0%	181 100.0%	72 100.0%	62 100.0%	180 100.0%	804 100.0%
Too much	13 1.6%	2 1.0%	4 2.1%	6 2.0%	0 .0%	0 .0%	13 1.6%	3 2.7%	2 1.0%	4 2.1%	4 5.7%	0 .0%	0 .2%	13 1.6%
Just right	354 43.6%	88 43.5%	85 39.7%	151 48.5%	17 39.3%	12 35.2%	353 43.9%	44 44.0%	76 36.2%	93 51.3%	34 46.7%	30 47.8%	77 42.7%	353 43.9%
Not enough	222 27.4%	44 21.4%	65 30.4%	89 28.6%	9 21.4%	13 40.3%	221 27.4%	15 14.9%	58 27.6%	50 27.7%	21 29.7%	22 36.2%	53 29.6%	220 27.3%
Don't know	222 27.4%	69 34.1%	60 27.8%	65 20.8%	17 39.3%	8 24.4%	219 27.2%	39 38.4%	74 35.2%	34 19.0%	13 17.9%	10 16.0%	49 27.4%	219 27.2%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Fitness

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	811 100.0%	343 100.0%	465 100.0%	808 100.0%	58 100.0%	288 100.0%	241 100.0%	157 100.0%	63 100.0%	808 100.0%	227 100.0%	452 100.0%	131 100.0%	811 100.0%
Too much	32 3.9%	5 1.3%	27 5.9%	32 4.0%	1 1.8%	13 4.6%	10 4.1%	4 2.3%	4 6.8%	32 4.0%	10 4.6%	19 4.3%	2 1.6%	32 3.9%
Just right	355 43.8%	164 47.7%	189 40.7%	353 43.7%	18 30.7%	125 43.2%	117 48.5%	74 46.9%	20 31.7%	353 43.7%	98 43.3%	196 43.4%	60 45.9%	355 43.8%
Not enough	230 28.4%	99 28.9%	131 28.2%	230 28.5%	28 47.4%	98 34.1%	65 27.0%	31 19.7%	8 12.4%	230 28.5%	51 22.6%	138 30.5%	41 31.3%	230 28.4%
Don't know	194 23.9%	76 22.1%	117 25.2%	193 23.9%	12 20.1%	52 18.1%	49 20.5%	49 31.0%	31 49.0%	193 23.9%	67 29.5%	99 21.9%	28 21.2%	194 23.9%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	811 100.0%	203 100.0%	208 100.0%	319 100.0%	40 100.0%	35 100.0%	805 100.0%	96 100.0%	207 100.0%	185 100.0%	74 100.0%	62 100.0%	179 100.0%	804 100.0%
Too much	32 3.9%	6 2.8%	8 4.0%	10 3.1%	2 5.2%	4 12.3%	30 3.8%	4 4.5%	6 2.8%	11 6.0%	1 2.0%	0 .0%	7 3.8%	29 3.7%
Just right	355 43.8%	72 35.7%	93 44.6%	144 45.3%	25 62.0%	18 51.9%	353 43.8%	47 48.6%	77 37.2%	92 49.6%	29 38.5%	28 45.1%	80 44.8%	353 43.9%
Not enough	230 28.4%	51 24.9%	51 24.3%	114 35.6%	9 21.4%	7 19.3%	230 28.6%	17 17.6%	67 32.2%	51 27.8%	27 36.7%	26 42.4%	41 23.0%	230 28.6%
Don't know	194 23.9%	74 36.6%	56 27.0%	51 16.0%	5 11.4%	6 16.5%	192 23.8%	28 29.3%	57 27.7%	31 16.6%	17 22.8%	8 12.4%	51 28.5%	192 23.9%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Outdoor, Nature Oriented Activities

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	831 100.0%	357 100.0%	471 100.0%	828 100.0%	58 100.0%	288 100.0%	246 100.0%	170 100.0%	65 100.0%	828 100.0%	230 100.0%	467 100.0%	134 100.0%	831 100.0%
Too much	4 .5%	2 .5%	3 .5%	4 .5%	0 .0%	1 .4%	1 .4%	2 1.2%	0 .0%	4 .5%	2 .9%	2 .3%	0 .3%	4 .5%
Just right	306 36.8%	118 33.1%	188 39.9%	306 36.9%	18 30.6%	108 37.5%	95 38.7%	60 35.3%	25 37.8%	306 36.9%	82 35.5%	170 36.5%	54 40.4%	306 36.8%
Not enough	336 40.4%	148 41.3%	186 39.5%	333 40.3%	27 47.1%	132 45.9%	106 43.1%	57 33.4%	10 15.5%	333 40.2%	92 40.0%	193 41.3%	51 37.9%	336 40.4%
Don't know	185 22.3%	90 25.2%	95 20.1%	185 22.3%	13 22.3%	47 16.2%	44 17.7%	51 30.1%	30 46.7%	185 22.3%	54 23.6%	102 21.9%	29 21.4%	185 22.3%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this informati on	
Total	831 100.0%	208 100.0%	221 100.0%	321 100.0%	42 100.0%	34 100.0%	825 100.0%	103 100.0%	210 100.0%	192 100.0%	72 100.0%	65 100.0%	181 100.0%	823 100.0%
Too much	4 .5%	4 1.8%	0 .2%	0 .0%	0 .0%	0 .0%	4 .5%	1 1.0%	1 .5%	0 .2%	0 .0%	0 .0%	2 .9%	4 .5%
Just right	306 36.8%	66 32.0%	79 35.9%	127 39.7%	15 35.3%	16 47.3%	304 36.9%	38 36.5%	66 31.3%	75 39.1%	30 42.3%	24 37.6%	71 39.2%	304 37.0%
Not enough	336 40.4%	78 37.5%	87 39.3%	144 44.9%	20 47.5%	5 15.7%	334 40.4%	36 34.5%	84 40.2%	83 43.1%	32 44.1%	36 55.7%	60 33.0%	331 40.1%
Don't know	185 22.3%	60 28.7%	54 24.5%	49 15.4%	7 17.2%	13 37.1%	183 22.2%	29 28.0%	59 28.0%	34 17.6%	10 13.6%	4 6.7%	49 26.9%	184 22.4%

13. For each of the following categories are there enough opportunities / services in the Hamilton area? Heritage/Museum Services

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	830 100.0%	356 100.0%	471 100.0%	827 100.0%	58 100.0%	291 100.0%	249 100.0%	165 100.0%	64 100.0%	827 100.0%	231 100.0%	465 100.0%	133 100.0%	830 100.0%
Too much	26 3.1%	8 2.4%	18 3.7%	26 3.1%	2 3.5%	8 2.9%	8 3.3%	4 2.6%	3 4.8%	26 3.1%	5 2.3%	15 3.1%	6 4.7%	26 3.1%
Just right	398 47.9%	177 49.8%	220 46.6%	397 48.0%	28 47.5%	151 51.9%	127 50.9%	68 41.4%	23 36.5%	397 48.0%	104 44.8%	233 50.2%	61 45.5%	398 47.9%
Not enough	173 20.8%	61 17.0%	111 23.5%	171 20.7%	5 7.8%	66 22.6%	60 24.0%	33 19.7%	9 13.7%	171 20.7%	48 20.8%	97 20.9%	27 20.6%	173 20.8%
Don't know	233 28.1%	110 30.8%	123 26.2%	233 28.2%	24 41.2%	66 22.6%	54 21.8%	60 36.3%	29 45.0%	233 28.2%	74 32.1%	120 25.8%	39 29.3%	233 28.1%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this informati on	
Total	830 100.0%	206 100.0%	218 100.0%	322 100.0%	43 100.0%	36 100.0%	824 100.0%	105 100.0%	207 100.0%	190 100.0%	73 100.0%	65 100.0%	182 100.0%	822 100.0%
Too much	26 3.1%	10 4.8%	6 2.5%	10 3.2%	0 1.0%	0 .0%	26 3.2%	7 6.9%	6 3.0%	1 .4%	2 2.8%	3 4.4%	7 3.6%	26 3.1%
Just right	398 47.9%	78 37.8%	102 47.1%	174 54.0%	26 59.6%	16 44.0%	396 48.0%	43 41.1%	90 43.5%	101 53.1%	43 58.6%	35 53.5%	84 45.8%	395 48.1%
Not enough	173 20.8%	51 24.7%	40 18.5%	69 21.3%	7 16.8%	4 12.5%	171 20.8%	18 17.6%	44 21.1%	44 23.2%	19 25.5%	17 25.5%	29 15.6%	170 20.7%
Don't know	233 28.1%	67 32.7%	69 31.9%	69 21.5%	10 22.6%	16 43.5%	231 28.1%	36 34.4%	67 32.4%	44 23.3%	10 13.1%	11 16.6%	64 34.9%	231 28.1%

14. Does anyone in your household have a disability or special needs such that they require special assistance to participate in parks, culture or recreation activities? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	843 100.0%	358 100.0%	485 100.0%	843 100.0%	59 100.0%	287 100.0%	255 100.0%	169 100.0%	72 100.0%	843 100.0%	231 100.0%	475 100.0%	137 100.0%	843 100.0%
Yes	56 6.7%	23 6.3%	34 6.9%	56 6.7%	2 2.8%	11 3.8%	16 6.4%	14 8.2%	13 18.4%	56 6.7%	15 6.3%	34 7.2%	7 5.5%	56 6.7%
No	787 93.3%	336 93.7%	451 93.1%	787 93.3%	57 97.2%	276 96.2%	239 93.6%	156 91.8%	59 81.6%	786 93.3%	217 93.7%	441 92.8%	130 94.5%	787 93.3%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	843 100.0%	213 100.0%	229 100.0%	323 100.0%	43 100.0%	33 100.0%	840 100.0%	106 100.0%	214 100.0%	192 100.0%	76 100.0%	65 100.0%	184 100.0%	838 100.0%
Yes	56 6.7%	19 9.1%	17 7.2%	10 3.2%	2 3.8%	7 20.2%	55 6.5%	10 9.8%	20 9.3%	5 2.8%	3 4.3%	2 3.8%	15 8.0%	56 6.7%
No	787 93.3%	193 90.9%	213 92.8%	313 96.8%	41 96.2%	26 79.8%	786 93.5%	96 90.2%	194 90.7%	186 97.2%	73 95.7%	63 96.2%	169 92.0%	781 93.3%

14a. If yes, are they getting the special assistance required to participate? (Please circle **one** number)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	48 100.0%	18 100.0%	29 100.0%	48 100.0%	2 100.0%	11 100.0%	14 100.0%	12 100.0%	9 100.0%	48 100.0%	13 100.0%	28 100.0%	7 100.0%	48 100.0%
Yes	27 57.3%	7 39.1%	20 68.6%	27 57.3%	0 .0%	5 48.4%	8 55.9%	9 76.2%	5 54.9%	27 57.3%	7 58.3%	16 58.8%	4 50.0%	27 57.3%
No	20 42.7%	11 60.9%	9 31.4%	20 42.7%	2 100.0%	6 51.6%	6 44.1%	3 23.8%	4 45.1%	20 42.7%	5 41.7%	11 41.2%	4 50.0%	20 42.7%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	48 100.0%	16 100.0%	13 100.0%	10 100.0%	2 100.0%	7 100.0%	48 100.0%	9 100.0%	17 100.0%	5 100.0%	3 100.0%	2 100.0%	10 100.0%	48 100.0%
Yes	27 57.3%	11 68.2%	7 52.5%	10 92.1%	0 .0%	0 .0%	27 57.3%	5 50.0%	10 62.9%	5 100.0%	1 25.3%	2 66.1%	4 41.2%	27 57.3%
No	20 42.7%	5 31.8%	6 47.5%	1 7.9%	2 100.0%	7 100.0%	20 42.7%	5 50.0%	6 37.1%	0 .0%	2 74.7%	1 33.9%	6 58.8%	20 42.7%

15. If your elected officials were considering an investment in improved parks, culture or recreation facilities or services, which of the following would you support? (Please circle the number beside **all** types of investment you would support)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	861 100.0%	369 100.0%	488 100.0%	858 100.0%	59 100.0%	291 100.0%	259 100.0%	177 100.0%	74 100.0%	860 100.0%	236 100.0%	486 100.0%	139 100.0%	861 100.0%
None - no additional investments	135 15.7%	56 15.1%	79 16.2%	135 15.7%	9 16.1%	26 8.9%	32 12.4%	39 21.8%	28 38.4%	134 15.6%	44 18.7%	70 14.3%	21 15.2%	135 15.7%
Improve existing cultural facilities	232 26.9%	101 27.4%	130 26.6%	231 26.9%	18 31.2%	89 30.7%	69 26.6%	36 20.4%	19 25.1%	231 26.9%	85 36.0%	109 22.3%	38 27.5%	232 26.9%
Develop new cultural facilities	83 9.6%	36 9.8%	47 9.5%	83 9.6%	6 10.5%	32 10.9%	32 12.2%	7 3.9%	6 8.6%	83 9.6%	32 13.8%	34 7.0%	16 11.6%	83 9.6%
Improve existing recreation facilities	442 51.3%	187 50.5%	253 51.8%	439 51.2%	27 45.7%	172 59.2%	138 53.2%	83 46.8%	21 28.9%	441 51.3%	116 49.3%	253 52.0%	73 52.2%	442 51.3%
Develop new recreation facilities	240 27.9%	101 27.3%	140 28.6%	240 28.0%	18 30.9%	106 36.4%	72 27.7%	34 19.2%	10 13.6%	240 27.9%	60 25.3%	139 28.7%	41 29.6%	240 27.9%
Improve existing parks and trails	465 54.0%	198 53.6%	266 54.5%	464 54.1%	37 63.2%	173 59.3%	142 54.7%	91 51.3%	23 30.9%	465 54.1%	127 53.8%	264 54.3%	74 53.4%	465 54.0%
Develop new parks and trails	273 31.7%	123 33.2%	150 30.6%	272 31.8%	20 33.5%	97 33.5%	95 36.7%	44 24.9%	16 21.5%	272 31.7%	70 29.8%	156 32.0%	47 33.7%	273 31.7%
Improve existing programs	324 37.6%	140 37.9%	183 37.5%	323 37.7%	22 37.3%	130 44.7%	95 36.6%	64 36.3%	12 16.7%	324 37.6%	81 34.2%	191 39.3%	52 37.3%	324 37.6%
Provide new programs	197 22.9%	90 24.5%	107 21.9%	197 23.0%	23 38.3%	84 28.9%	57 21.9%	26 14.8%	8 10.2%	197 22.9%	58 24.4%	110 22.7%	29 21.2%	197 22.9%

15. If your elected officials were considering an investment in improved parks, culture or recreation facilities or services, which of the following would you support? (Please circle the number beside **all** types of investment you would support)

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	861 100.0%	224 100.0%	229 100.0%	326 100.0%	44 100.0%	33 100.0%	858 100.0%	116 100.0%	218 100.0%	195 100.0%	75 100.0%	64 100.0%	187 100.0%	856 100.0%
None - no additional investments	135 15.7%	44 19.7%	38 16.4%	38 11.6%	3 7.9%	8 25.2%	132 15.3%	35 30.3%	36 16.4%	18 9.4%	2 2.5%	2 2.5%	41 21.7%	133 15.6%
Improve existing cultural facilities	232 26.9%	74 32.8%	51 22.0%	82 25.2%	16 35.1%	10 28.6%	232 27.0%	25 21.5%	69 31.8%	62 32.0%	26 34.2%	13 20.2%	35 18.5%	230 26.9%
Develop new cultural facilities	83 9.6%	26 11.6%	12 5.1%	42 12.8%	1 1.9%	3 8.0%	83 9.6%	7 6.0%	21 9.9%	18 9.3%	9 11.8%	9 14.1%	18 9.4%	82 9.6%
Improve existing recreation facilities	442 51.3%	100 44.6%	112 48.9%	183 56.1%	32 73.0%	14 42.4%	442 51.5%	48 41.7%	112 51.4%	113 57.7%	43 57.6%	44 67.5%	80 42.7%	440 51.4%
Develop new recreation facilities	240 27.9%	43 19.4%	51 22.4%	126 38.6%	14 31.0%	6 17.2%	240 28.0%	18 15.1%	65 29.9%	59 30.1%	30 40.0%	31 47.3%	37 19.6%	239 27.9%
Improve existing parks and trails	465 54.0%	117 52.0%	122 53.3%	188 57.7%	25 56.4%	13 38.6%	465 54.2%	48 41.0%	121 55.5%	110 56.1%	52 69.7%	39 61.2%	93 49.8%	463 54.1%
Develop new parks and trails	273 31.7%	80 35.8%	76 32.9%	100 30.6%	14 32.5%	2 7.3%	273 31.8%	28 24.4%	60 27.7%	61 31.3%	37 49.8%	32 50.0%	52 27.8%	271 31.7%
Improve existing programs	324 37.6%	75 33.3%	78 34.0%	144 44.1%	20 46.1%	7 20.2%	324 37.8%	33 28.5%	80 36.7%	87 44.7%	30 40.0%	28 42.7%	66 35.1%	323 37.8%
Provide new programs	197 22.9%	45 20.0%	38 16.7%	94 28.9%	13 30.1%	6 19.2%	197 23.0%	9 8.2%	59 26.9%	56 28.9%	15 20.6%	20 31.8%	37 19.7%	197 23.1%

16. What is your gender? (Please circle **one** number)

	Total	Age					Variable Total	Area			Variable Total
		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	882 100.0%	59 100.0%	293 100.0%	267 100.0%	184 100.0%	78 100.0%	880 100.0%	245 100.0%	495 100.0%	142 100.0%	882 100.0%
Female	378 42.9%	39 66.1%	133 45.3%	102 38.1%	71 38.7%	33 42.6%	377 42.9%	119 48.7%	206 41.6%	53 37.3%	378 42.9%
Male	504 57.1%	20 33.9%	161 54.7%	165 61.9%	113 61.3%	45 57.4%	503 57.1%	126 51.3%	289 58.4%	89 62.7%	504 57.1%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	882 100.0%	227 100.0%	237 100.0%	329 100.0%	44 100.0%	37 100.0%	875 100.0%	118 100.0%	225 100.0%	195 100.0%	77 100.0%	66 100.0%	195 100.0%	875 100.0%
Female	378 42.9%	127 55.9%	70 29.7%	129 39.1%	33 75.0%	18 48.2%	377 43.1%	76 64.8%	91 40.2%	73 37.3%	27 35.3%	31 47.3%	80 41.0%	378 43.1%
Male	504 57.1%	100 44.1%	167 70.3%	201 60.9%	11 25.0%	19 51.8%	498 56.9%	41 35.2%	134 59.8%	123 62.7%	50 64.7%	35 52.7%	115 59.0%	498 56.9%

17. In which age group are you? (Please circle **one** number)

	Total	Gender		Variable Total	Area			Variable Total
		Female	Male		Core area	Suburban	Outlying	
Total	885 100.0%	377 100.0%	503 100.0%	880 100.0%	245 100.0%	498 100.0%	142 100.0%	885 100.0%
Under 30 years old	59 6.6%	39 10.3%	20 4.0%	59 6.7%	21 8.5%	32 6.5%	5 3.8%	59 6.6%
30 45 years old	293 33.1%	133 35.2%	161 31.9%	293 33.3%	89 36.3%	152 30.6%	52 36.4%	293 33.1%
46 60 years old	269 30.3%	102 26.9%	165 32.9%	267 30.3%	68 27.8%	154 30.9%	46 32.7%	269 30.3%
61 75 years old	186 21.1%	71 18.8%	113 22.4%	184 20.9%	45 18.4%	112 22.5%	29 20.7%	186 21.1%
Over 75 years old	78 8.8%	33 8.8%	45 8.9%	78 8.8%	22 9.0%	47 9.4%	9 6.4%	78 8.8%

	Total	House					Variable Total	Income						Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other		Under $25,000 per year	$25,000 $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	885 100.0%	229 100.0%	239 100.0%	330 100.0%	44 100.0%	37 100.0%	879 100.0%	118 100.0%	227 100.0%	195 100.0%	77 100.0%	66 100.0%	196 100.0%	878 100.0%
Under 30 years old	59 6.6%	20 8.6%	10 4.1%	25 7.6%	4 8.0%	0 1.1%	59 6.7%	10 8.4%	19 8.4%	18 9.2%	5 6.1%	0 .6%	6 2.8%	58 6.6%
30 - 45 years old	293 33.1%	40 17.7%	41 17.4%	180 54.6%	22 50.0%	7 19.8%	292 33.2%	19 16.1%	53 23.4%	84 42.9%	42 54.6%	34 52.0%	60 30.4%	291 33.2%
46 - 60 years old	269 30.3%	61 26.5%	63 26.5%	115 34.9%	16 35.1%	13 34.8%	268 30.4%	18 15.0%	79 34.6%	71 36.2%	24 31.2%	29 44.5%	47 24.0%	267 30.4%
61 - 75 years old	186 21.1%	70 30.4%	97 40.5%	8 2.5%	3 6.9%	7 19.6%	185 21.0%	47 39.5%	54 24.0%	20 10.1%	5 6.2%	2 2.8%	57 29.0%	184 21.0%
Over 75 years old	78 8.8%	38 16.8%	27 11.5%	1 .4%	0 .0%	9 24.6%	77 8.7%	25 20.9%	22 9.6%	3 1.6%	1 1.9%	0 .0%	27 13.8%	78 8.9%

18. Which of the following phrases best describes your household? (Please circle the number beside **one** answer)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	880 100.0%	377 100.0%	498 100.0%	875 100.0%	59 100.0%	292 100.0%	268 100.0%	185 100.0%	77 100.0%	879 100.0%	244 100.0%	493 100.0%	143 100.0%	880 100.0%
One or more single adults	229 26.0%	127 33.7%	100 20.1%	227 26.0%	20 33.5%	40 13.8%	61 22.6%	70 37.6%	38 50.3%	229 26.0%	89 36.5%	117 23.7%	23 15.9%	229 26.0%
Couple with no dependent children	239 27.1%	70 18.7%	167 33.5%	237 27.1%	10 16.8%	41 14.2%	63 23.6%	97 52.3%	27 35.9%	239 27.1%	58 23.6%	136 27.6%	45 31.3%	239 27.1%
Couple with dependent children	331 37.6%	129 34.1%	201 40.3%	329 37.6%	25 42.9%	180 61.8%	115 43.1%	8 4.4%	1 1.9%	330 37.6%	69 28.3%	196 39.8%	66 46.1%	331 37.6%
Single parent with dependent children	44 5.0%	33 8.8%	11 2.2%	44 5.1%	4 6.1%	22 7.6%	16 5.8%	3 1.7%	0 .0%	44 5.1%	17 6.9%	23 4.6%	5 3.5%	44 5.0%
Other	37 4.2%	18 4.8%	19 3.9%	37 4.2%	0 .7%	7 2.5%	13 4.8%	7 3.9%	9 12.0%	37 4.2%	12 4.7%	21 4.3%	5 3.2%	37 4.2%

	Total	Income						Variable Total
		Under $25,000 per year	$25,000 - $50,000 per year	$50,000 - $75,000 per year	$75,000 - $100,000 per year	Over $100,000 per year	Do not wish to provide this information	
Total	880 100.0%	118 100.0%	227 100.0%	195 100.0%	77 100.0%	66 100.0%	193 100.0%	876 100.0%
One or more single adults	229 26.0%	66 56.1%	78 34.4%	27 13.8%	5 6.7%	4 5.9%	46 23.8%	226 25.8%
Couple with no dependent children	239 27.1%	23 19.5%	59 26.0%	57 29.4%	21 27.8%	12 18.0%	65 33.8%	238 27.1%
Couple with dependent children	331 37.6%	9 7.6%	62 27.2%	100 51.1%	45 59.2%	48 72.6%	67 34.5%	330 37.7%
Single parent with dependent children	44 5.0%	16 13.4%	10 4.6%	7 3.5%	5 6.2%	0 .6%	6 3.2%	44 5.1%
Other	37 4.2%	4 3.4%	18 7.8%	4 2.2%	0 .0%	2 2.8%	9 4.8%	37 4.2%

19. Which of the following phrases best describes your household's annual income last year? (Please circle the number beside **one** answer)

	Total	Gender		Variable Total	Age					Variable Total	Area			Variable Total
		Female	Male		Under 30 years old	30 - 45 years old	46 - 60 years old	61 - 75 years old	Over 75 years old		Core area	Suburban	Outlying	
Total	880 100.0%	378 100.0%	498 100.0%	875 100.0%	58 100.0%	291 100.0%	267 100.0%	184 100.0%	78 100.0%	878 100.0%	243 100.0%	496 100.0%	141 100.0%	880 100.0%
Under $25,000 per year	119 13.5%	76 20.2%	41 8.3%	118 13.5%	10 17.2%	19 6.5%	18 6.6%	47 25.3%	25 31.6%	118 13.4%	48 19.8%	60 12.1%	11 7.6%	119 13.5%
$25,000 - $50,000 per year	227 25.8%	91 24.0%	134 27.0%	225 25.7%	19 33.0%	53 18.2%	79 29.4%	54 29.5%	22 28.0%	227 25.8%	65 26.7%	133 26.8%	29 20.6%	227 25.8%
$50,000 - $75,000 per year	195 22.2%	73 19.3%	123 24.6%	195 22.3%	18 31.3%	84 28.7%	71 26.5%	20 10.7%	3 3.9%	195 22.2%	57 23.3%	115 23.2%	24 16.8%	195 22.2%
$75,000 - $100,000 per year	77 8.7%	27 7.1%	50 10.0%	77 8.7%	5 8.2%	42 14.3%	24 8.9%	5 2.6%	1 1.9%	77 8.7%	19 7.8%	36 7.2%	22 15.6%	77 8.7%
Over $100,000 per year	66 7.5%	31 8.3%	35 7.0%	66 7.5%	0 .7%	34 11.8%	29 11.0%	2 1.0%	0 .0%	66 7.5%	9 3.9%	34 6.9%	22 15.9%	66 7.5%
Do not wish to provide this information	197 22.3%	80 21.1%	115 33.1%	195 22.2%	6 9.6%	60 20.4%	47 17.6%	57 30.8%	27 34.6%	196 22.3%	45 18.5%	118 23.9%	33 23.5%	197 22.3%

	Total	House					Variable Total
		One or more single adults	Couple with no dependent children	Couple with dependent children	Single parent with dependent children	Other	
Total	880 100.0%	226 100.0%	238 100.0%	330 100.0%	44 100.0%	37 100.0%	876 100.0%
Under $25,000 per year	119 13.5%	66 29.3%	23 9.6%	9 2.7%	16 35.7%	4 10.7%	118 13.5%
$25,000 - $50,000 per year	227 25.8%	78 34.5%	59 24.8%	62 18.7%	10 23.6%	18 47.8%	227 25.9%
$50,000 - $75,000 per year	195 22.2%	27 11.9%	57 24.2%	100 30.2%	7 15.2%	4 11.5%	195 22.3%
$75,000 - $100,000 per year	77 8.7%	5 2.3%	21 9.0%	45 13.7%	5 10.7%	0 .0%	77 8.7%
Over $100,000 per year	66 7.5%	4 1.7%	12 5.0%	48 14.5%	0 .9%	2 5.1%	66 7.5%
Do not wish to provide this information	197 22.3%	46 20.3%	65 27.5%	67 20.2%	6 13.9%	9 24.9%	193 22.1%

Qualitative Results

1a. For which activities did you or your household use parks, natural areas, playgrounds or public trails? (Please circle the number beside **all** that apply)

1. Arenas.
2. Attending events in park (art show, community service display)
3. Band concerts, watching games
4. Battlefield
5. Beach fun at Lake
6. Biking
7. Biking
8. Bird watching
9. Boating
10. Church picnic
11. Cooking and eating festivals.
12. Cross country skiing
13. Cross country skiing.
14. Daycare playtime.
15. Daytime astronomy.
16. Dog Park
17. Dog walking.
18. Equestrian.
19. Fairs.
20. Festival of Friends.
21. Festivals
22. Festivals in summer
23. Festivals, concerts
24. Fishing (4)
25. Flying kites
26. For showing overseas visitors the beauty of this area
27. Going for walks with my children.
28. Golf at Chedoke Golf Course
29. Golf Course, Football Stadium, Ski Hills.
30. Golf, fishing
31. Hiking
32. Horseback riding.
33. I ride a scooter and enjoy the trail.
34. Kayak & Canoe
35. Kite flying, photography

36. Lawn Bowling
37. Meeting people from the neighbourhood.
38. More leash free areas.
39. Mountain biking
40. Observing fish and birds.
41. Orienteering, Skiing
42. Outdoor concerts
43. Pavilion rental
44. Photography
45. Photography.
46. Planned special events.
47. Sailing
48. School trips
49. Skateboarding.
50. Skiing
51. Skiing and snowboarding
52. Skiing, Horseback riding.
53. Special events and festivals.
54. Special events.
55. Star gazing, fishing
56. Stoney Creek 1812 Reenactment.
57. Summer Camp Program
58. Supervised day camps.
59. Swimming lessons
60. Swimming.
61. Tobogganing
62. Trails
63. Training and trialing retrievers
64. Watching boats
65. Watching fireworks
66. Watching fireworks displays

2a. For which types of parks, trails, playgrounds or natural areas are you **least** satisfied? (Please specify)

1. 50 Point is too expensive and restrictive and only cares about boaters.
2. Albion
3. All could use some cleaning/maintenance.
4. All of them - poor trail care with bad use of gravel instead of tree mulch
5. All of them.
6. All pay-per-use parks discourage use.
7. Ancaster community centre ball diamonds need shade and irrigated fields.
8. Ancaster High School field was unkept this summer during soccer season for kids. When finally cut, there were rows and rows of dry grass left.
9. Any area with crazy uncontrolled cyclists.
10. Any with graffiti or litter.
11. Arenas in Ancaster.
12. Baseball (6)
13. Baseball facilities on West Mountain
14. Beach at Lake Ontario
15. Bicycle paths
16. Bike paths
17. Bike/rollerblade trails, skateboard areas, snowboard areas - there are not enough.
18. Binbrook
19. Birch Park
20. Botanical Garden, Confederation Waterfront
21. Bring back the outdoor skating rinks.
22. Captain Cornelius Park, south of Rolston Dr., is not very clean or inviting. There is a lot of garbage.
23. Centennial Park
24. Central Park playground
25. Chedoke Park. Everything needs more natural aspects to it.
26. Chedoke Ski Area
27. Chedoke Ski Hill needs to be updated. Dundurn Park is shabby (major historical spot).
28. Chedoke Trail and mountainside.
29. Children's playgrounds
30. Children's playgrounds
31. Community Parks
32. Community playgrounds.
33. Confederation Park
34. Confederation Park needs to be repaved.
35. Confederation Park.
36. Confederation Trail needs better lighting.
37. Conservation area in Hamilton

38. Cootes, Paradise.
39. Corner of Maclaren and Britannia.
40. Cycling - I would like a more extensive/continuous network of dedicated trails.
41. Cycling trails
42. Cycling trails in the urban areas.
43. Dirty playgrounds
44. Dog messes in parks.
45. Dog waste in parks.
46. Dogs running loose in the playgrounds.
47. Dundurn because you have to pay to get inside and enjoy the beauty inside the castle.
48. Dundurn Park (did not feel safe when I last walked through it)
49. Eastmaint Park.
50. Eastmount Park because of all the bullies.
51. Existing parks.
52. Facilities geared for teenagers
53. Far too much dog mess.
54. Gage Park (3)
55. Gage Park and Powell Park because my son got beat up there.
56. Gage Park floral beds need much attention. (Jobs for teens, maybe?)
57. Gage Park has deteriorated these past few years.
58. Gage Park playground.
59. Gage Park Rose Garden needs attention and work.
60. Gage Park was at one time a showpiece, not any more.
61. Gage, Bay
62. Garbage and animal waste in city parks.
63. Gardens
64. Gilkson Park Spray Pool keeps backing up.
65. Globe Park, Rosedale Park
66. Golf courses.
67. Gore Park
68. Gore Park
69. Gore Park is just grey granite, no beauty at all.
70. Hamilton Beach Strip
71. Hamilton Central and East
72. Hamilton Conservation Properties
73. Hamilton Harbour water is unsafe.
74. Hiking Trails
75. Hiking Trails

76. Hiking.
77. Hockey arenas
78. Hockey arenas.
79. I am least satisfied when parks are at their busiest. There are never enough picnic tables. Also, Pier 4 and Harbourfront would be so much nicer with shaded areas safe water for swimming.
80. I don't take my kids to the parks if there are teens hanging around.
81. I would enjoy more walking trails and picnic areas.
82. I would like to have more urban trails and parks.
83. I would like to see a park completed in our area in Ancaster. It is a new area that is expanding quickly and needs a large park.
84. I would like to see larger parks.
85. Isolated ones
86. It would be nice to see more basketball courts.
87. Keep cyclers out of Dundas Valley Conservation area.
88. Lack and conditions of soccer fields.
89. Lack of cycling/inline skating opportunities.
90. lack of natural areas on the mountain and lack of cycling trails.
91. Lack of skateboard parks.
92. Lack of skiing facilities.
93. Lack of trees, unclean washrooms on trails.
94. Lakefront
95. Lawfield Park, needs new playground equipment.
96. Learning about the environment.
97. Leash free zones.
98. Leash-free dog park
99. Lloyminn Ave, Ancaster
100. Local community park
101. Local Stoney Creek facilities.
102. Loss of Red Hill Valley and loss of hiking trails like Chedoke trail.
103. Macassa
104. Mahoney Park
105. Messy parks
106. Mohawk Sports Complex
107. Monterery Park - too much broken glass.
108. More need for inner city areas to be utilized.
109. Most are not well kept, too many herbicides and pesticides
110. Mountain Brow has too much dog waste.
111. Murtal Park - too much broken glass.
112. My local neighbourhood park
113. Natural area. (6)

114. Natural environment
115. Nature walks
116. Near the water (lake)
117. Need a part paved area at Gage Park for Rollerblading.
118. Need more bicycle paths.
119. Need more bike paths.
120. Need more natural habitats.
121. Need more off-leash areas for walking dogs.
122. Need more trees in the parks overall.
123. Non-continuation of the Rail Trail from Wentworth to Chedoke.
124. Not enough areas for the kids to play ball hockey on.
125. Not enough bike trails and playgrounds.
126. Not enough level, treeless areas where I can park my telescope near my car.
127. Not enough outdoor arenas.
128. Not enough parks.
129. Not enough public tennis courts.
130. Not enough seating area, should have playground equipment in various parts of the same park.
131. Not enough skateboarding parks.
132. Not enough trails available without driving.
133. Not enough water parks in Dundas.
134. Not organized.
135. On the rail trail behind Chedoke the garbage cans are full of bags of doggie doo and stink.
136. On walking paths allowing in-line skating, people dart in/out/around you while walking. It poses problems with my disabilities. I, therefore, do not frequent these areas much.
137. Ones without rest areas or benches.
138. Ones without water/pool
139. Organized outdoor sports
140. Organized outdoor sports.
141. Organized Sports Parks.
142. Outdoor parks in winter.
143. Outdoor pools (3)
144. Outdoor skating
145. Outdoor Skating rinks.
146. Parkettes are not maintained as well as larger parks.
147. Parks
148. Parks
149. Parks and Playgrounds
150. Parks frequented by youth gangs
151. Parks in general are becoming dog heaven with their do do. My grandchildren have to play on that?

152. Parks in the Meadowlands area in Ancaster.
153. Parks need more frequent maintenance
154. Parks should not be sprayed with pesticides.
155. Parks that are not forested
156. Parks where there is a fee to use them.
157. Parks with garbage strewn about.
158. Parks with lots of grass, pet owners need to clean up after their pets more.
159. Paying for Dundas Conservation Area
160. Picnic area.
161. Picnic parks.
162. Pier #4 Park.
163. Pier 4 - the water needs to be cleaned up
164. Pier 4 needs more area to picnic
165. Pier 4 Park (geese)
166. Playground equipment
167. Playground maintenance.
168. Playground parks
169. Playgrounds (26)
170. Playgrounds (quality and quantity)
171. Playgrounds are in need of repair and more garbage cans so less litter.
172. Playgrounds in residential areas.
173. Playgrounds, Sanctuary Park, closed washrooms at the soccer field.
174. Powell Park
175. Public parks.
176. Safety is an issue for me with walking and cycling.
177. School playgrounds and parks are all weeds and thistles. It makes it very difficult to use the parks.
178. School playgrounds, parks.
179. School playgrounds.
180. Schools with parks are often dirty with refuse from teenagers hanging out there.
181. Should have a paved walkway along mountain brow at end of Upper Gage.
182. Small neighbourhood parks
183. Small neighbourhood playgrounds are often neglected, some school playgrounds have too much concrete instead of grass.
184. Small parks - not well kept up, they just get destroyed.
185. Small parks are not kept up.
186. Soccer Fields (4)
187. Soccer parks - the grass is never cut
188. Some of our inner city parks seem to be neglected.
189. Some parks are not well tended.

190. Some playgrounds are becoming run-down.
191. Sport
192. Sport parks (4)
193. Spray park, indoor/outdoor pools, skateboarding facilities, lack of lighting for soccer fields.
194. Spray park.
195. Spray parks and outdoor pool
196. St. David's School playground, Sherwood Meadows.
197. Sulphur Springs due to charge box, lack of parking.
198. The beach at Confederation Park is filthy.
199. "The Beasley Park ""skateboard"" facilities."
200. The children's playground behind Ancaster Library.
201. The closing of Lakeland Pools
202. The costs of RBG.
203. The flowers in Gage Park need care.
204. The graffiti in the public parks
205. The ground under climbers, graffiti on slides
206. The litter and garbage in some parks.
207. The natural area of Red Hill Creek.
208. The natural areas of existing parks such as West End Reservoir have been allowed to deteriorate due to a lack of maintenance.
209. The number of biking trails.
210. The old one on Kitty Murry Lane in Ancaster.
211. The ones with less equipment
212. The ones without basketball courts and pools.
213. The ones you have to pay to enjoy.
214. The over-commercialized, used.
215. The parks and trails with user fees.
216. The parks that have the most dog waste
217. The parks with gardens are looking somewhat untended and littered.
218. The picnic areas in all parks.
219. The playground at Meadowbrook/Abbey Close in Ancaster is unsafe. I will not let my kids play there. Some playgrounds are new - they are great.
220. The playgrounds and parks have a lot of litter and garbage, especially Dundas Driving Park.
221. The playgrounds, ball and tennis courts.
222. The Rail Trail south of Stonechurch is very much like a dump ground.
223. The Res (Kirkendale) - grooming could be better
224. The Rock Gardens needs paving toward the restaurant.
225. The rose bed is neglected at Gage Park and more trees, less lawn, are needed in the city parks.
226. The type the city wants to destroy.
227. The uncleanness of parks

228. There are no outdoor skating rinks in parks.
229. There are no parks in lower Stoney Creek except the Battlefield.
230. There are not enough mountain bike trails.
231. There are not enough play areas for younger children. Most are focused on children over about 6 years of age.
232. There are not enough playgrounds and baseball parks.
233. There are not enough safe bike trails.
234. There are not enough trees and beautification in the North end.
235. There could always be more.
236. There is no interconnection of trails across the city.
237. There is no lighting at night on the beach strip at Confederation Park.
238. There is no policing on the parks, trails, playgrounds, and natural areas.
239. There needs to be more trees for shade at the ball parks.
240. There should be more garbage cans around.
241. They could all be cleaner.
242. They need more garbage facilities.
243. Those requiring user fees
244. Those that are for sports only.
245. Tiffany Falls Trail is dangerous.
246. Too little recreational ice skating time
247. Trail information, playgrounds often in need of tidying.
248. Trails (5)
249. Trails could have better washroom access during winter months.
250. Trails, playgrounds
251. Trails, there should be more control on pets.
252. Turner Park
253. Unclean parks
254. Upkeep of the Gage Park.
255. Upper Wentworth Park/Lincoln Alexander - lots of glass and garbage.
256. Use of Bocce courts by only a few people.
257. User fee facilities
258. User fees
259. User fees reduce usage.
260. Valley Park
261. Vandalism to playground equipment.
262. Walking should be free.
263. Walking trail at the Bay Arena
264. Walking trails
265. Walking trails

266. Walking trails that demand a user fee.
267. Walking trails, neighbourhood parks.
268. Walking trails/parks.
269. Water accessibility
270. Water Parks
271. Waterfront
272. Waterfront park needs to be extended to the east lake front
273. Waterfront parks and beaches.
274. Waterfront parks. (4)
275. Waterfront trails
276. Waterfront, Pier 4 needs to be developed, enhanced and kept clean.
277. We need more creative playgrounds/play areas, more access to water fun, and warmer water for seniors and the disabled.
278. We need more natural areas.
279. Wetland natural areas
280. Where there's roller blades
281. Why pave a trail?
282. You should extend waterfront trails. Link downtown with waterfront.

3a. Which facilities have you or your household used?

1. A hall for Tai Chi
2. A public street, trails for hiking or playing basketball or road hockey on.
3. Baseball diamonds.
4. Baseball park
5. Botanical gardens.
6. Bruce Trail.
7. Chedoke Golf Course
8. Chedoke Ski Hill
9. Children's Museum at Gage Park
10. Church basement
11. Community room in Community Centre
12. Copps Coliseum, Hamilton Place, Library
13. First Night Program
14. Golf at King's Forest
15. Golf Course
16. Hamilton Place, Copps Coliseum
17. Hamilton Public Library
18. Hamilton Tennis Club
19. Indoor soccer arena.
20. Ivor Wynne Stadium

21. Karate
22. Lake Park walks
23. Legion and A.R.A.F
24. Libraries (12)
25. Men's basketball.
26. Outdoor pool
27. Outdoor skating rinks.
28. Public library
29. RBG
30. Rock Garden
31. Scout Hall.
32. Skateboarding and street hockey
33. Skiing, sailing
34. Sports Stadium
35. Steam & Technology Museum
36. Summer camp programs run during the year (gym)
37. Tennis courts.
38. Trails for bikes.
39. YMCA, McMaster University
40. YWCA
41. YWCA Craft show

4a. For which types of cultural and recreational facilities are you **least** satisfied? (Please specify)

1. A community recreation centre is missing in Meadowlands - Ancaster.
2. Access to Cootes Paradise is poor, washrooms are poorly cleaned.
3. Activities for teens
4. Adult recreation
5. Adult swims are late at night after 9:00 p.m.
6. All - lack of public access
7. Any tennis facilities
8. Arena and park in Stoney Creek
9. Arenas (15)
10. Arenas and sport parks
11. Art and Heritage.
12. Art galleries (6)
13. Art Museum
14. Artisan market
15. Astronomy - too many bright streetlights.
16. Availability and location of pools and arenas.

17. Availability of exercise time at local schools
18. Availability of ice time.
19. Bare fields.
20. Baseball fields
21. Because Chedoke is not open.
22. Change rooms in pool areas.
23. Children's playgrounds should have benches facing them.
24. Children's programs
25. Community centre and swimming pool.
26. Community Centres
27. Community Recreation Centre
28. Community Recreation Centres
29. Concerned about cutback in services with new amalgamation.
30. Conservation parks
31. Dave Wood
32. Dundas Indoor Pool is old, cold, and it might be clean but it feels grungy.
33. Eastwood is dirty.
34. Fitness Centre
35. Flintstone Park
36. Give more money to support Arts and Musical events.
37. Golf
38. Gyms and baseball facilities.
39. Hamilton needs the Chedoke Ski Hill to stay open.
40. Hamilton Place
41. Health and gym facilities.
42. Heritage sites - they keep disappearing.
43. High costs of public golf courses.
44. Hill Park Recreation centre needs more parking.
45. Hockey arenas
46. Hours of operation
47. I would like more public skating.
48. I would like to see more public pools and ice arenas with more public skating.
49. I would prefer to buy one family pass for all the swimming pools not one for each individual pool that my family wants to go to.
50. Ice Arena - too few public skating hours - too much hockey.
51. Ice arena costs.
52. Ice arenas, children's museum is too small.
53. Ice availability
54. Improved beach areas.

55. Indoor pools (8)
56. Indoor pools - locker areas are dirty.
57. Indoor soccer facility.
58. Indoor swimming pool has a strong chemical smell.
59. Indoor swimming pool in Ancaster.
60. It is very difficult to get ice time for adult activities at a reasonable hour.
61. Ivor Wynne Stadium
62. Lack of arenas in NE end.
63. Lack of Chedoke Ski Hill
64. Lack of facilities in Winona.
65. Lack of ice arenas and difficulty attaining school gyms for basketball.
66. Lack of indoor tennis
67. Lack of racket sport facilities.
68. Lack of times for open swims
69. Laurier.
70. Libraries
71. Lighting in the small links and parking.
72. Limited 'open gym' times (when empty)
73. Limited soccer fields and ice arenas.
74. Local park (active)
75. Mess in Gore Park
76. More Basketball/Volleyball courts.
77. More cultural on Mountain
78. More funds for upkeep
79. More ice availability at ice arenas.
80. More pools
81. More public swimming hours needed.
82. More Seniors programs.
83. Multi-sports facility.
84. Museum (5)
85. Museums and recreation centres are not advertised enough.
86. Natural Areas.
87. Need new swimming pools and more ice arenas
88. Need recreation centre/complex in lower Stoney Creek.
89. Night school programs
90. No call back for swimming lessons.
91. No heat at Hester St. Arena
92. Not enough ice time.

93. Older arenas.
94. Outdoor pools
95. Outdoor rinks in winter.
96. Performing Arts Centre.
97. Performing arts places.
98. Performing Arts Theatre
99. Performing Arts Theatre
100. Playgrounds could be more creative, need skilled resource persons, and swim pools could be more hospitable.
101. Plywood on buildings in downtown
102. Pool change rooms.
103. Pool hours for adults are too late in the evenings.
104. Pools
105. Pools
106. Pools and arenas always seem crowded.
107. Pools need more free swim time.
108. Public arenas
109. Public Art Gallery
110. Public Art Gallery
111. Public ice skating
112. Public skate.
113. Public Swimming
114. Recreation centres.
115. Recreation Centres/Art Gallery
116. Recreation facilities for all ages both for indoor and outdoor use.
117. Recreational
118. Recreational facilities
119. Recreational skating, recreational swimming.
120. Rosedale Arena
121. Rosedale Arena has dressing rooms that are too small.
122. Running tracks.
123. Sackville Senior Centre.
124. Safe and pleasant public space in the downtown core.
125. Sanctuary Park
126. Sanford Playing ground.
127. School after school hours.
128. School outside hours.
129. Senior's Centre (4)
130. Skateboard parks

131. Skating rinks and swimming pools
132. Soccer or swimming lessons in the Mountain area.
133. Some of the locker rinks in some of the ice rinks.
134. Some outdoor swimming pools
135. Some recreation centre gyms and pools need paint and maintenance (Dalewood).
136. Spring Valley Arena
137. Stoney Creek swimming pools costs are higher than Hamilton.
138. Swimming (5)
139. Swimming pool change rooms are not clean enough
140. Swimming pool changeroom area
141. Swimming pool needs rebuilding.
142. Swimming pools and ice rinks.
143. Swimming/Skating for toddlers
144. The arenas are dated, especially Coronation and Eastwood.
145. The arenas are old and there is a lack of ice time for kids.
146. The Art Galleries.
147. The Art Gallery needs restoration help.
148. The Confederation Park entrance gate off Grets Road is often locked early in the morning, limiting access to the park.
149. The cut backs in facilities and hours at the libraries.
150. The hours are too short at the libraries.
151. The Library hours.
152. The local park.
153. The number of indoor pools.
154. The separate fees for the swimming pools in Stoney Creek and Hamilton.
155. The water in the swimming pools is too cold and local libraries should be open Fridays so children can get books for the weekend.
156. There are few affordable performing arts venues.
157. There are no trees in Eastmount.
158. There are not enough skating rinks. Only one rink was available for renting on Boxing Day.
159. There are not enough soccer fields and they're in poor condition.
160. There are not enough soccer fields.
161. There are too few ice rinks.
162. There is no complete centre like Calgary.
163. Too many people trying to use the Ice Arena.
164. Turner Park needs lights.
165. Unable to sign up kids for swimming lessons, having to purchase a family membership which we have not used. Went to YWCA instead.
166. Upgrade existing facilities.
167. Upgrade the pool/arena facilities.
168. Valley Park, since it has switched to Hamilton, I am not able to get my kids into the classes as easily as before.

169. War Military Museum needs to be larger.
170. We had to discontinue having Guiding Meetings at the school as they couldn't have it. Many are missing out.
171. "We need more community recreation time for ""informal play""."
172. We need more public tennis courts.
173. We need more women's washrooms at Hamilton Place.
174. Winter sports - skiing
175. Would like to see some facilities in Dundas area.
176. YMCA
177. Yoga classes nearby.

5a. If yes, what most limits or prevents participation in leisure time activities? (Please specify)

1. 3
2. Access to Confederation Park, and pool fees.
3. Access/transportation (to catch a bus to most recreational facilities)
4. Accessibility to facilities that offer activities that our household enjoys, time, money
5. Accessibility to parks
6. Acute health problems
7. Adult pool times are very late.
8. Age (7)
9. Age and cost
10. Age and health
11. Age and health problems.
12. Age and health.
13. Age and heath issues.
14. Age and vision
15. Age disabilities.
16. Age, health
17. Age, health, walker-access.
18. Age, lack of transportation.
19. Age/physical limits
20. Availability and cost.
21. Availability of skating during non business hours.
22. Availability of time
23. Availability, rising cost, ice time for hockey is limited to late nights
24. Bad health, my walker and wheelchair.
25. Bad knees.
26. Bayfront closure during summer events, noise, crowds
27. Because Chedoke is not open
28. Bus schedule is sometimes inconsistent.

29. Busy at work.
30. Busy lifestyle and other conflicts.
31. Busy schedules
32. Busy schedules.
33. Chronic illness/disability
34. Closing of Chedoke
35. Cost (18)
36. Cost (curling), availability of program (i.e. badminton at centre closest to home)
37. Cost and time.
38. Cost, times of availability.
39. Costs and free time.
40. Costs, limited space and number of teams, lack of time.
41. Degenerative disc disease.
42. Difficult to fit time schedule into times available.
43. Disabilities
44. Facilities not open during leisure times
45. Facility availability
46. Finance - membership fees and entrance fees get very expensive with three kids.
47. Finding enough leisure time to warrant travel to a facility or park on a regular basis.
48. Finding time
49. Free time
50. Having no time with work and other obligations.
51. Health (6)
52. Health, costs.
53. Heavy work load.
54. High costs.
55. High fees.
56. Hours
57. Hours of operation
58. Hours of operation are inadequate.
59. Hours of operation, availability of service.
60. Hours of operation, cost/entry fees
61. Hours of operation, limited availability for children under 3
62. Hours of programs are not suitable for working people.
63. Hours of work
64. I am 92 years old.
65. I do not travel alone after supper as the streets are unsafe.
66. I have 2 sons with special needs.

67. I now depend totally on a walker.
68. I try to use the parks for observing the skies at night but they are either too bright or they are closed after sunset.
69. Ill health, difficulty walking.
70. Illness
71. I'm partially disabled.
72. I'm too old.
73. It's too crowded at Smith Park Tennis Court (Ancaster).
74. Knees are failing.
75. Lack of availability near home.
76. Lack of available time for utilization of school gyms
77. Lack of bus service.
78. Lack of facilities.
79. Lack of fields.
80. Lack of free time
81. Lack of indoor walking/jogging and gym facilities.
82. Lack of parks in the area and the condition of the ones that are.
83. Lack of security in the parking lots at trails and other venues.
84. Lack of spare time.
85. Lack of time, sometimes public swimming don't match my schedule but that's to be expected.
86. Lack of time.
87. Lack of wheelchair transportation.
88. Limited access to adult swimming hours.
89. Limited bus service, no Sunday or holiday service.
90. Limited enrollment and the procedures for enrollment.
91. Limited hours of operation and lack of leisure time
92. Limited hours of operation and not much stuff in the playgrounds for the kids.
93. Limited space availability and the cost involved
94. Location
95. Long work days
96. Looking after my 92 year old mother
97. Mobility problem
98. Money (3)
99. Money, timed activities not working with our schedule.
100. More respect and lanes for cyclists.
101. Most times are not scheduled for after work hours or weekend times for families.
102. My age and health.
103. My need to get a babysitter and my work schedule
104. My old age.

105. No car and limited bus service in our area.
106. No extra time
107. No local recreation centre.
108. No sidewalks.
109. No time - no money.
110. No time available at the facility (i.e. indoor soccer)
111. No time.
112. No time.
113. No transportation (requires relatives/friends to drive)
114. Not enough ice time at the rinks for public skating.
115. Not enough public skating or swimming hours.
116. Not enough time, they close too early.
117. Not enough time, transportation.
118. Not much in my area.
119. Nothing close by.
120. Old age, DARTS too complicated.
121. Other areas are closer to us.
122. Paraplegic
123. Parking and pollution
124. People not cleaning up after their dogs.
125. Personal time and energy.
126. Physical disability
127. Physical health
128. Physical inability.
129. "Poorly advertised activities at recreation centres, city-wide ""draw"" as opposed to per facility is tedious"
130. Prime time is overcrowded - later is poorly lit.
131. Public access times.
132. Public skating hours of operation
133. Public transportation
134. Safety, program hours, and location
135. Schedules of the recreation centres.
136. Shift work (4)
137. Shift work and other interests
138. Small children
139. Sometimes the parks/trails are overpopulated on weekends (usually the only opportunity we have to enjoy the parks due to work schedules).
140. Surgery has limited my ability to participate.
141. The amount of time spent working.
142. The cost of some events.

143. The distance to travel.
144. The locations of the facilities are not close enough to get to at a reasonable time.
145. The number of parks available for organized sports.
146. The price charged to enter the rock gardens and some parking charges.
147. The timing of certain children's activities (early evening from 4:30 - 6:00) is hard for working parents to get to.
148. The YMCA family rate is too costly.
149. There are no playgrounds close to our home. We have 2 young boys and have to drive them to the park.
150. There are no swimming lessons available for adults or seniors.
151. There's no community centre in Meadowlands.
152. They are not open to the public for fun enough.
153. They are overcrowded. We need more in the Mountain area.
154. They are starting to cost too much.
155. Time (16)
156. Time and access.
157. Time and availability of facilities.
158. Time and costs.
159. Time and money
160. Time and money
161. Time and work.
162. Time constraints
163. Time restrictions
164. Time to travel to natural areas, costs for some activities.
165. Time, access
166. Time, costs, unhappy with decrease in free summer venues due to lack of city funding.
167. Time, heat, smog (we stay inside as much as possible on those days)
168. Time, physical health problems
169. Times offered.
170. Too busy.
171. Too much hockey
172. Transportation
173. Transportation
174. Transportation and I have a handicapped son.
175. Travelling, work
176. User fees.
177. Walking
178. We are seniors with a home and gardens to attend. We have no time to attend functions.
179. We need a sports complex that will house rugby.
180. Wheelchair

181. Work (29)
182. Work and family responsibilities.
183. Work and family responsibilities.
184. Work hours.
185. Work limits my play time. Too little notice too late.
186. Work schedule, too busy
187. Work, commitments, distance to facilities, not enough public swim or skate times.
188. Work, lack of free time.
189. Work/childcare.
190. Young children.

6a. Which types of new or improved spaces are needed?

1. A major aquatic centre with olympic size pool and diving facilities and ski jump training facilities
2. An ice or rollerblade area, baseball and soccer fields.
3. An in-line skating path on the mountain.
4. Arena facilities
5. Arena, Waterfront Park needs a pool.
6. Arts centres for classes and exhibits.
7. At least letting people know about them more.
8. Baseball diamonds with lights at night for adults
9. Beach strip.
10. Beautification of downtown is a necessity. Heritage sites encourage pride in our past.
11. Bike paths and lanes.
12. Botanical gardens should always have free admission to the public.
13. Canadian heritage
14. Chedoke Golf Course needs improvements. Forget about the clubhouse.
15. Chedoke Ski Hill needs upgrading.
16. Clean washrooms in all parks.
17. Climbing walls, basketball hoops, ramps and paths for bikes.
18. Cross city bike paths out of the way of traffic.
19. Cycle trails
20. Defined walking paths downtown, more benches.
21. Dog walking areas fenced with facilities.
22. Dundas needs it's own facility.
23. Existing areas and facilities always need upgrading/improving.
24. Find someplace for mountain bikers to go that is away from walkers and sensitive natural areas.
25. Gage Park is neglected.
26. General parks that you can walk your dogs in.
27. Hockey and sports arenas.

28. Hockey for our grandchildren.
29. Ice Arenas (6)
30. Indoor pools and gyms.
31. Informal outdoor sports in all parks and more paths and trails.
32. Lakefront beach
33. Leash free zones.
34. Leash-free dog park
35. Lighted parks.
36. Make downtown more pleasant to walk through.
37. Mature tree green spaces.
38. More benches and picnic tables.
39. More benches.
40. More bike paths/lanes needed.
41. More core cultural development instead of derelict buildings.
42. More green space downtown
43. More ice surfaces are needed in Ancaster.
44. More live trees.
45. More soccer fields.
46. More trees and gardens.
47. Need more off leash areas.
48. Need more, safer equipment and better lighting.
49. Only parks in new subdivisions
50. Outdoor arenas
51. Outdoor artificial ice rinks, summer tennis courts
52. Outdoor Ball Hockey courts.
53. Outdoor ice rinks, toboggan areas, and skate parks
54. Outdoor ice rinks.
55. Outdoor pool and Recreation centre
56. Outdoor rinks (such as Gage Park had in the early and mid 1960's.
57. Outdoor skating areas.
58. Outdoor skating rinks (4)
59. Outdoor skating rinks in the parks.
60. Parks for off-leash dog walking.
61. Parks should have security.
62. Places for children to play, adults to get out and be active and enjoy nature.
63. Proper mountain bike trails
64. Properly maintained tennis courts.
65. Public golf courses

66. Public pools
67. Public squares and gardens in Baston St. area.
68. Public tennis courts
69. Racket clubs and skateboard parks.
70. Red Hill Valley nature trails.
71. Running tracks
72. Skate parks, bmx tracks
73. Skateboard and Street Hockey facilities
74. Skateboard parks (5)
75. Ski Hill and adequate skateboard park.
76. Sleigh and toboggan hills.
77. Soccer fields are in short supply.
78. Soccer fields.
79. Some just need to be updated.
80. Some need more trees. Why can't there be more parks with outdoor skating rinks in the winter.
81. Spaces that enable/encourage the ever increasing block of seniors to be/remain active
82. Sports complexes.
83. Supervised drag strip.
84. Tennis courts
85. Tennis courts (Ancaster)
86. Tennis courts.
87. The ski hill - we love it and miss it dearly
88. There is not enough for the kids in the downtown core.
89. There needs to be more leash free dog areas.
90. There's always room for improvement.
91. Tobogganing
92. Trails for motorized vehicles, snowmobiles and horsebackriding.
93. Washroom facilities, lighting and showers for sports fields.
94. We can always improve keeping things nice but this takes the help of users as well as the city.
95. We need more arenas with longer hours and more time for youth groups to play.
96. We need more of these out towards Rymal.

7a. Which types of new or improved indoor spaces are needed?

1. A centre comparable to Valley Park in Stoney Creek
2. A high priority should be recreational and sports facilities for teens not competitive facilities.
3. A place for teens to go.
4. All need to be kept up and improved.
5. All year round greenhouses.
6. Any with an affordable fee, so that they can be more available to all.
7. Anything to the East end.
8. Arenas for free skating for all ages.
9. Centres for family time and for persons between the ages of teens to seniors.
10. Drop-in centre for teens
11. Family resource centres
12. Fitness facilities for seniors
13. Free basketball courts for teens.
14. I would love to see a YMCA on the Mountain or in Ancaster.
15. Increase operating hours
16. Indoor ski and snowboard hills. Skateboard facilities.
17. Indoor soccer
18. Indoor soccer facilities for Dundas.
19. Indoor soccer facilities.
20. Indoor soccer or multi-sports facility.
21. Indoor tennis
22. Indoor tennis and indoor hockey.
23. Indoor walking facilities
24. More Francophone centres.
25. Need more swim lesson spaces so waiting in line for hours to register is not a common practice.
26. No gym areas in Dundas.
27. Outdoor ball hockey rinks.
28. Outdoor pools
29. Outdoor pools and ice arenas.
30. Penguin Palace - indoor playground.
31. Racquetball, squash, tennis, indoor skateboard area.
32. Racquetball-squash courts.
33. Rec. centre is too hard to get into to sign up for programs. Most people work in the mornings.
34. Rollerblade centre
35. Skateboard facilities.
36. Space is needed during the day for those living in hostels so they are not left on the streets.
37. Squash or racquetball facilities.

38. Squash should be private, not public.
39. Tennis
40. Theatres
41. Winter activities for seniors (not all can afford to be snowbirds)
42. X-treme parks, accessible sports museum.

9. How does your household find out about parks, culture and recreation services and opportunities in The New City of Hamilton?

1. A little of each.
2. Amateur Sports Associations
3. Been here 35 plus years and finding them.
4. Being involved in sports for many years.
5. Books on nature trails, Ministry of Natural Resources.
6. By accident
7. By just getting out and seeing what's out there
8. Calling City Hall or pool directly.
9. Checking various websites.
10. Community service worker.
11. Councilor memos
12. Current leagues involved in.
13. Direct notices.
14. Drive around and spot different locations.
15. Drive around the city.
16. Drive by.
17. Experience (but we need to be better informed)
18. Exploration
19. Exploring the city.
20. Flyers
21. Flyers posted at arenas and pools.
22. Flyers.
23. Friends and family.
24. Friends.
25. Going to centres and picking up schedules.
26. How come you don't get this if you don't get the paper.
27. I belong to the YWCA and learn a lot from there.
28. I have lived in the area for all of my life.
29. Knowledge of the area.
30. Lived in Dundas and area going on 40 years.
31. Look around.
32. My physician.

33. Need to know so we ask.
34. Notices at recreation centres
35. Notices in the mail
36. Past experiences and walking around.
37. Phoning Parks and Recreation office.
38. Previous experiences keep me inquiring.
39. Radio (9)
40. Radio, street signs
41. Scouts
42. Sports organizations.
43. Street signs
44. Street signs.
45. Sunday driving excursions.
46. The park is just half a block away.
47. Tourist kiosks and booths at special events.
48. Tourist office where I volunteer, and seniors centre.
49. Travel
50. Travelling around the city
51. Urban Exploring
52. Volunteering for a lot of activities to keep our expenses down.
53. Walking around.
54. Walking to the Recreation Centres
55. We have to hunt around for information.
56. We like to just explore to find parks, etc.
57. We like to keep abreast of what is happening.
58. When I'm in the area.
59. Work related information.

14a. Are the people in your household getting the special assistance required to participate?

1. Anything that would help with mobility.
2. Better access, parking and seating.
3. Easier access for wheelchairs and more public/accessible restrooms.
4. Improve the DARTS service.
5. Improve the language barrier.
6. More benches.
7. More transportation.
8. User fee assistance program based on income.
9. More free services for seniors.
10. 727

20. Any other comments that might help us as we plan for parks, culture and recreation spaces and services.

1. A baby pool should be re-installed at Parkdale for the little ones.
2. "A lot of coaching of ""Street Sports"" could possibly come from High School students with community volunteer hours to complete. I suspect that many kids starting in this way may go on to further coaching experiences to their benefit and to the benefit of the community."
3. Access to trails and other outdoor spaces should have places where people can park near the trails to use them.
4. All dogs should have a muzzle when in public places. Please enforce the bylaws concerning leashing and clean-up for dogs in the parks. Maybe increase the fee for dog licenses and use that money to hire bylaw enforcement officers for the parks.
5. All the parks and playgrounds in downtown Hamilton need improving. They don't look kept and I wouldn't want my children to play in them.
6. "Any city which tells the grandchildren and great grandchildren of World War II veterans that they can no longer toboggan on the neighbourhood hills around Spring Valley Ancaster, doesn't know much, or care much, about culture (unless it has something to do with ""multi""). Fifty years ago plus, those men built that park voluntarily and turned a swamp into a baseball park digging weeping tile trenches by hand. Years ago, the community centre on the hill above, built by those same veterans, burned down and was replaced by an arena. My only suggestion to put forward for your questionnaire, would be to complete your new community spirit by bulldozing the arena into the ball park and paving it over."
7. Any new purchase or display for the Art Gallery should be voted on by the public and not a committee. Some of the exhibits are inane and inappropriate.
8. As a former soccer player I would like to see lots of facilities, but I feel it is most important to clean up our environment first. We need better air quality so we can get out and enjoy our natural areas and parks.
9. As a long term resident of Ancaster, I don't want to pay for neglected and/or needed projects in the former City of Hamilton. Ancaster has always been a self-sustaining community and that is why I choose to live there. If a given area cannot fund capital projects through the existing tax base, then these projects have to be deferred. I don't want to be financially responsible for fiscal shortfalls in other areas. This is why I choose to live in Ancaster.
10. As a relatively new resident of the former city of Stoney Creek, I feel as though we have had our taxes raised more than enough since the Amalgamation. Just like any other facet of our democratic society, we are paying much more for much less. Every expenditure, whether it be taxes, food, user fees, etc., is much greater with every passing year than the value of my earned dollar. In short, because of these factors and others that have to do with the times, I am more or less satisfied with the parks and recreation facilities in Hamilton.
11. As a resident of Flamborough, I see this as just one more opportunity for the 'new' City of Hamilton to tap into the resources of residents of the suburbs. There is plenty of evidence to support this statement such as the recently approved increases to water rates to support reconstruction of facilities in the 'old' city and plans to build a new city hall and many other facilities that have been left to deteriorate through neglect and mis-management. You should not expect to pass on new costs for parks, culture, and recreation to those who would not use them.
12. Better Darts service might help.
13. Blank survey (10)
14. Build special courts for kids to play Ball Hockey on. People don't realize that the kids play on the street because there is nowhere for them to play. They get in trouble for playing on school property, parking lots and tennis courts. So they play on the street.
15. "Care is needed to turn mature, areas into parks and ""parketts"" especially in new housing areas. Visual space is very valuable in this crowded life."
16. Clean and improve trails. Please add new trails around Ancaster area.
17. Community awareness of events that are happening within Hamilton is very poor and needs to be addressed. The web is a great way to keep people up-to-date with what is going on within the city.
18. Compared to Toronto, Kitchener, Waterloo, London, and Niagara, our arenas are pitiful.
19. Co-ordinate programs for families like mixed volleyball for mom and dad while children attend gym or pool programs. Offer child care while parents use facilities. We need affordable programs for all, based on income (i.e. seniors, single families, low income families, teens, etc.). Offer more diverse cultural activities and programs. Offer more outdoor programs that reflect all ages like skateboard parks, nature programs, and competitive events.
20. Could we not use school parking lots in summer for kids recreation Perhaps kids could bring own nets for badminton or volleyball and chalk their own areas for ball hockey (with the understanding of no liability).
21. Create more bike paths North to South and East to West of the city.
22. Developers should put aside a % of land for parks. No parkland no permit.

23. Do not allow more Gore Park fiascoes. Why are new city residents, Ancaster, allowed to use Hamilton's recreation services without a penalty. You should extend the waterfront parks and trails.

24. Do not build an expressway in the Red Hill Creek Valley.

25. Do not consider privatizing under any circumstances.

26. Do something in the downtown core.

27. Don't study the death out of the new proposed four pad arena. Studies cost money. Build the rinks and let the kids have fun.

28. Don't waste any more money on Gore Park. Spend the money at the Bay where you've done a good job on the trail.

29. Dundas Driving Park needs trees planted to replace all the ones cut down last summer. The Rock Gardens in the park should be maintained as they were in previous years. Cootes Drive into Dundas could be made more attractive as well as Desjardins Canal, the Butterfly Garden and Centennial Park.

30. Dundas is a beautiful area with lots of green space and parks for visiting and picnics.

31. Each dollar spent on kid's culture and recreation saves seven dollars later on. We cannot afford to not support culture and recreation. Our expenditures must keep up with the growth in the community for it to remain healthy.

32. Fitness centres for men in Dundas are non-existent.

33. For seniors - paying a fee at one senior centre should give admittance to all senior centres. We need hiker only trails - no bikes.

34. Grooming and landscaping of existing grounds would satisfy use more than adding more facilities. The visual appearance of parks, trails, and playgrounds is noticed by everyone, including visitors to the city.

35. Hamilton and surrounding area is known for its industrial base. Unfortunately, I think the beauty and aesthetic values have been neglected in this area. I am very disappointed and saddened by the outcome of the Red Hill Creek decision. If we do not take care of what little green space exists we will find ourselves living in a big ugly city. I was born and raised in this area and I love it, but I know I need nature and green space. It is integral to a healthy community. Wouldn't it also be great if kids and families could walk and swim along the beach front (along Bayshore Trail)?

36. Hamilton needs more souvenir gift shops in our public parks.

37. "Hamilton Place fails dismally to attract top line entertainment. In the early days it did, but not now. How about a ""low budget"" open air theatre - similar to the Hollywood Bowl, several escarpment areas come to mind. Iver Wynne Stadium is a disgrace and should be torn down - build a new stadium out of town with adequate parking and modern facilities. If I were an out of town visitor to Van Wagner beach, I'd be horrified with hutches."

38. Hamilton property taxes should not need to be raised. Historically, they are recognized to be high, relative to surrounding/neighboring areas. As a city we need to manage our revenues more carefully. I hope this new administration will address this area of fiscal management.

39. Hamilton will be the laughing stock of Ontario is we lose Chedoke. Also, we need more arenas. Build it next to my house if no one else wants it next to theirs.

40. Have donation boxes beside recreational trails instead of fixed amounts.

41. Have parkettes in the shopping area of town. Clean up the streets. Have clear street signs. Encourage companies to adopt a garden plot.

42. have recreational activities available for the unfit/overweight. Try to get these people motivated and moving. It's hard for an unfit/overweight person to compete and also hold back athletic people from competition. The tortoise and the hare need to play but on different levels.

43. Have trails on parks clearly labeled to avoid users becoming lost. Maybe provide emergency phones for safety.

44. Help the police stop vandalism/

45. I am a senior citizen in Stoney Creek and I participate in programs at Sackville Hill senior centre, I have been participating in the programs for about five years. When I paid my taxes to Stoney Creek I didn't mind paying more for my membership, but now I pay my taxes to Hamilton and I object to paying more for my membership than other people. I am closer to that centre than to Stoney Creek. We are all Hamiltonians now and should all pay and be treated the same.

46. I am disabled and cannot answer all your questions but parks, and recreation centres are important and necessary for the children. Being a senior I cannot go walking and enjoy everything like I used to but I love to see the younger ones now enjoying our parks.

47. I believe if you pay for a membership fee there should be only minimal charges for each program signed up for. Currently I pay for the programs I enroll in - if I were forced to purchase a membership and pay full price for each program I would not participate at all.

48. I believe parking at all city parks and entertainment facilities is a major problem. It is a key factor in my choices for spending time in the city.

49. I believe that most local parks have been maintained quite well, however, most teens use those parks in the afternoon or evenings. A young person in the North end of town will have to travel as far as Beasley or Powell for amusement. A definite lack of concrete for skaters, in-line skaters, and bikers exists.

50. I believe the City of Hamilton has other major expenses to evaluate before spending more money on programs such as this.

51. I can't afford to pay any more taxes for anymore facilities.

52. I disagree with the proposed changes to Hamilton's public golf courses (the restrictions to access for members). Limiting the number of rounds that members can play under their memberships is harmful, particularly to junior members who are already restricted by the times they can play. My teenage son has been a junior member at Chedoke for three years. He could play 100 rounds per year without ever taking a tee time. To limit him to 60 rounds/year will make him look elsewhere to spend the rest of his summer and I worry what that might be. We were also disappointed when the City of Hamilton discontinued subsidizing the best cultural festival in Hamilton, namely Earthsong (July 1 at Princess Point). Please bring it back again.

53. I do feel that we have plenty of parks and recreation facilities in Hamilton.

54. I do most of my telescope observations from the Leslie V. Powis Observatory site. Recently a streetlight at that corner was changed at our request. We much appreciate the great improvement in observing conditions which followed. A request, there are five old trees with branches in the top part of the trees only, which make it impossible for us to see the northern sky. Could these trees be removed?

55. I do not know the present financial status of Hamilton, but I hope that whatever you propose to do, you do it with a balanced budget or from surplus monies. The average taxpayer cannot carry any more tax increases. Remember this as a greater and greater percentage of the population retires and is on fixed incomes (and very low returns on investments).

56. I do not participate too much anymore in activities. I used to play a lot of hockey but I found that there were not enough arenas and ice time. I play volleyball with a group now at a school gym once a week.

57. I do not support the destruction of the Red Hill Valley ecosystem by the development of a highway. I feel very strongly that this would be an irresponsible and short-sighted misuse of taxpayer resources. I am a downtown resident and use the Valley for cycling.

58. I do not think that our taxes should go to support any of these activities other than maintaining the beautiful natural areas we have in the region.

59. I do not use the Parks or Recreations facilities.

60. I don't like to see our parks dirty with garbage on the ground. I would like to see an improvement. I am also concerned when I see teenaged children hanging around the parks. Please lower the cost of swimming passes.

61. I enjoy the rec. centres that we have been to through various parties. I think it needs to be kept affordable or the facilities will be empty. Hockey is about as expensive as it can get. Clean facilities are important.. Also, some children would prefer programs like arts and crafts, drama, special interest areas, computer and dance. I also think there should be designated Seniors parking. Many are not disabled but notable to walk the distances from parking lots to the entrances. 14A - More disabled parking made available - possible Senior's parking area.

62. I feel money should be spent on maintaining the facilities we have.

63. I feel the decision to not go ahead with the proposed sports park/arena at West 5th and Stonechurch Road is a huge loss to the surrounding community and to Hamilton. We need more large facilities like this to accommodate the growth of Hamilton. We also need a facility of this size for the residents in Flamborough. Waterdown is growing fast and only one arena that will not be enough for future growth. Ancaster is also in the same situation, if not worse, with its rapid growth.

64. "I feel this city is blessed with great natural areas and the cultural and recreational facilities have ""good bones"". I think a great investment would be to improve on what we have. Put the money toward maintaining clean facilities and parks. People will have more respect for a place that's kept up. Make existing toddlers and children's programs more enriching, not just more babysitting. Add good music, art, and culture to the programs. As well, train coaches, facilitators, instructors, and guides. I think these types of investments will have the greatest return. More beauty, passion, and inspiration for citizens, not more ""stuff"". Also, Dundurn and Whitehern museums are great!"

65. I feel we are paying large taxes in the Winona area for so few facilities.

66. I feel we should look at our present parks and parkland before another nickel is spent. Money in the past has been spent foolishly and unwisely. In Dundas alone Sanctuary Park is a well used park holding many activities but there is no parking, locked washrooms during events, little playground equipment, grass is only partially cut, no benches, and no drinking fountains. This in only one of many parks with needs.

67. I feel whatever you do the cost should go to the people that use them not taxpayers that don't use the facilities. We now pay taxes for schools but we have no children, we are taxed enough already.

68. I find most of the Hamilton area to be clean and have ample park space. The only area I feel needs considerable improvement is the downtown core. There are many vacant lots downtown that could be turned into small parks. Do your best there because it is in need of help the most.

69. I have been a member at Kings Forest GC for9 years. I am very disappointed in how the loyal membership has been treated in the past 2 years. It seems that loyalty to support this City venue means nothing to the City managers.

70. I have lived all across Canada and have always looked towards recreation centres for fitness centres and pools. I was amazed when I first moved to Ancaster and visited the community centre to find a private club with contracts and high monthly fees. Community centres should provide for families including parents who may want a fitness program with an appropriate fee. The best recreation centres in Canada by far are in Regina. They made money by volume of users as they are reasonably priced and always busy.

71. I implore you not to build the new rinks at the Mohawk Sports Complex. It is too hard to get to for residents, let alone visitors. We need a four-plex like the one in Vaughan.

72. I know that the City is expanding the Confederation Lakefront Park Trail soon. It's nice to go walking down there, but there is no lighting on the trail after dark. The trail is open until 12:30 a.m. so could you please think about putting some lights down there so we can walk in the evenings.

73. I like what you are doing with this survey. Do you have a committee of interested citizens? If not, would you consider having one? You can't listen to everyone so what are your priorities?

74. I live in Ancaster - that municipality has spent a lot of money in providing first rate rec. facilities. I believe the municipality should provide the facilities and the users should provide the operating funds. Users in the inner city should be subsidized.

75. I live in the area of Ancaster High School. The indoor programs provided by these two institutions are great for the kids however, we don't have any outdoor playgrounds to go to with the children. The playground at Meadowbrook Drive behind the Fire station is a sorry excuse for a playground.

76. I object to the user fees imposed for example, at the Dundas Valley Conservation Authority entrance. Some seniors love to walk here but to allow a parking space for $3-$4 a time is excessive.

77. I prefer natural areas. Native plants and trees require less care thus saving money. We need to save the escarpment in its natural state. The trail from Pier 1 along the western end of the bay to Cootes Paradise is great.

78. "I really enjoy programs through P&R - the kids have been involved for years. I would like new programs for kids. I would like to see ""our"" park with new safe equipment. Currently, our playground is awful and very unsafe. It would not pass today's standards."

79. I suggest a yearly parks pass at an affordable price for families.

80. I think more hot pools should be added to existing indoor pool facilities. I think something should be done to improve the ongoing, dreadfully confusing annual Recreation Department catalogue of events and schedules. It's badly organized and indexed. More male attendants should be hired at he community centres. At present it seems terribly one-sided. With the size of Greater Hamilton, we are ready to measure up to what Thunder Bay has had for years. Many world level champions have been produced there.

81. I think that the city and residents of Hamilton have a lot of potential and I believe that a greater awareness of fitness, more cultural activities, and better community centres would promote a healthier lifestyle for adults and it will also guide children and teenagers in a good direction. As a taxpayer I like to be able to voice my opinions.

82. I think we should have basic facilities - I don not believe we should be building grandiose places like the proposed 4 pad arena and restaurant and hotel. Our taxes should be used for keeping our roads and facilities in good repair. Since council has all tax and borrowing information they should be working to provide the best for all the city rather than their own wards.

83. I think we should help teens, not just disown them. We should build sports centres for them so they can play and gave a great time and not cause trouble.

84. I think you need more facilities for the needy downtown core children. What we do have needs to be protected from vandalism.

85. I think you should reconsider your stand on restrictions for Golf facilities.

86. I very much enjoy the Dundas valley. We would love to see more development like this in our natural areas, done in all the areas.

87. I was curious to know whether the public had free access to the Bocce courts located in the Trenholme area. A sign is posted indicating Club members only. I was under the assumption this was city land and these courts should be open to the public. The same goes for the washrooms.

88. I would like to go walk on the new waterfront trail in summer. Last two summers I could not do it because for me, who does not reside in areas around the trail, there is no way to know if I will get a parking spot easily without spending too much for it. So, if I can get to know about it on the local radio station or on the Hamilton City website, it would be hugely appreciated.

89. I would like to see a hockey arena built in the Stoney Creek Mountain area.

90. I would like to see a new quad arena on Hamilton South Mountain, and a new twin arena and pool, library facility in the Scott Park area. You could give a tax incentive to private arena's like triple rink and double rinks.

91. I would like to see additional outdoor winter activities provided - outdoor skating rinks in each neighbourhood.

92. I would like to see developments of a community centre and some sport facilities (like baseball diamonds, tennis courts, etc.) here in Meadowlands - Ancaster, west of Holy Name of Mary School.

93. I would like to see existing parks improved, and I would like to see now parks also.

94. I would like to see improvement at Confederation Park, and the Royal Botanical Gardens need improvements also.

95. I would like to see more security in Park areas. People are not comfortable going alone in the Park. You should also plant colourful flowers and plants in Parks and make the city beautiful. I hope the City will do something about the downtown core.

96. I would like to see the area waterfalls be featured more as an attraction for the city. I would also like to see a plaque explaining the story behind that big boulder in Bayfront Park.

97. I would love to see Hamilton develop an indoor community recreation centre on the model of one in Calgary called Westside Recreation Centre.

98. I'd pay the few extra bucks for the amenities that would reflect the truly affluent culture we could be.

99. If people are on fixed income it is difficult to afford recreation memberships as well as attend public art galleries.

100. If the city decides to improve and or build a new facility it is crucial to work with the people you are going to be designing said facilities for. For a good example, see Shell Park in Oakville. It was done with skaters being consulted at every step and is subsequently a good park.

101. If you are going to raise taxes the answer is no on all the questions. You could save by taking the flowers out of Main Street west. Pure waste.

102. If you plant trees in parks, they should be watched in the summer during extreme dry spells. You wasted money on trees that died during the last two summers.

103. Improve, add, build when and if you have the money to do so. Start a bank account. One new swing, sandbox or light fixture will improve an area. Use left over road paving materials to add walkways. Let's not go into mega-debt or over tax people on fixed incomes or overprice user fees. Too many people are losing jobs to worry too much about parks and facilities.

104. In order to make better use of the funds, one would need to know how all the funds are being spent now. I think there are some people on lower incomes with families who are left out of opportunities.

105. In regard to Parkdale Park, in the east end of Hamilton. The tennis court is not properly maintained: many years only one net is installed instead of two, the lines of the courts need to be painted more regularly and the courts have not been resurfaced in many years. The tennis courts have an uneven surface which could result in an ankle or knee injury and puddles accumulate after the rain. Also, the children's playground facility was removed and not replaced beside the arena.

106. In regards to culture - as a non-native I feel there is a need here to learn about the heritage of Aboriginal peoples. They show a willingness to share and many have the expertise and knowledge to enlighten non-natives if given the opportunity. This could apply to our diversity of ethnic people living among us. Please don't pave over the beautiful Red Hill Valley. We would lose an important green space forever. Clean up the toxic north-end before the harbour is destroyed as well.

107. In regards to playground parks, more are needed to both educate the children and allow them to have fun. Parks are basically for children and in the summertime a lot of people/parents cannot afford the luxury of pools therefore more waterworks parks are needed for families.

108. Instead of looking for pricey land or putting money into existing parks why not give grants to others who want to see their neighbourhoods changed in this way but don't have the funds. Tear down some junk housing and put up a free supervised skate board park or something.

109. It does not matter what infrastructure we have if we do not provide the manpower to maintain it. We have some of the best green spaces of any city in Canada and many of them are going to ruin because we will not commit the funds to maintain them. Reservoir Park is an example (but not the only one).

110. It is encouraging to me that we see how important Parks, Culture and Recreation are to our well being.

111. It is high time users of these paid for them. Taxes are meant to be used for essential purposes.

112. It seems to me that for people to continue using parks on days when the pollution index is high, the air quality has to be addressed. Perhaps some research on how to improve the ability of people to cope on hot, smoggy days is necessary. Perhaps we need more shady areas, more trees that are good air cleaners, and more sheltered areas to get a break from the bad air quality.

113. It would be nice to have an unbroken trail all the way around the harbour through all the local communities.

114. It would be nice to stroll downtown without looking over your shoulder. Downtown areas of concern need to go. I travel a lot and people who visit the downtown area are not impressed.

115. I've lived in Hamilton for 6 years. I moved from the country. I love Hamilton. It has everything and more.

116. I've often said it would be nice to see Pier 4 used at Christmas. It would be great to see a light display set up there.

117. Keep all the services city run. Do not privatize. Remember these are services that give back to taxpayers. The facilities were made with taxpayers money. If you privatize then you should sell the property or facilities for a profit.

118. Leave Gore Park alone, look past downtown.

119. Love the new waterfront park, this is a phenomenal pathway. Are there any plans to extend it along northshore to Burlington?

120. Maintain grass height at sport related parks with greater frequency. I coach youth soccer and grass heights make practice and games very difficult for the young children.

121. major capital expenditures must have long term borrowing if and when necessary. The new City of Hamilton is an attractive and comfortable place to live.

122. Major outdoor facilities, such as Turner Park, need to be improved. The facility is only a faint resemblance of the original plan. There fields are poor, there's no light, and no changeroom facilities. Try working with Mohawk College and McMaster University on facility development partnerships. Ensure adult user groups share in the use of facilities. Youth groups should still be priority, however, expanding to adult groups will provide greater tax payer support. Manage facilities to their maximum capacity with tournaments, school programs, etc. Develop a corporate sponsorship program to offset some operating costs. Promote the facilities and services via all mediums.

123. Make cultural and recreation programs free for everyone, this is the best possible investment in our communities health and welfare. Encourage participation in programs not competition.

124. Many kids and adults would like to use indoor soccer facilities during the fall and winter. Now facilities are limited and it's too expensive.

125. Many mountain bike enthusiasts are willing to work together with the Parks and Recreation Department to improve the trails systems for all users. Tree mulch is much better, more economical, and environmentally friendly, thus creating a more enjoyable time for all users.

126. Many options are available to pre-school age children (age 3-5) but very little exists for toddler activities (age 18 months - 3 years). Water parks are great!

127. More facilities and activities are needed for disabled seniors especially for those who are mentally challenged because of dementia.

128. More parking is needed at some parks and schools. Why build more if we can not keep up with what we have. Improve what we've got and put money into cleaning up downtown and city areas.

129. More soccer pitches required to meet the ever increasing number of children registering each summer.

130. My daughter says outdoor skating rinks should be provided in existing parks in Dundas. She also would like to see Warren Park Day Damp continue as it used to do before the amalgamation. I agree with these views. As well, there is not much offered for seniors. It is all geared to young people. When local schools were used in evening hours for post-education learning/activities I was able to attend. Now I am restricted by the late hours and the distance to go.

131. My family and I love Bayfront Park and The Rail Trail. Every year Hamilton is more beautiful. And I'm so proud to live here. In the last two years my property taxes jumped considerably and I was one of the few people who didn't complain. When I walked along the Rail Trail with my boys, I felt the extra taxes were well worth what we were given for it.

132. My family has switched to Burlington YMCA for many activities. It provides pools with water that is warm enough that the children don't shiver and family changerooms so I'm not expected to have my five year old son alone in an adult men's change room. There's racquetball, pick-up basketball, drop-in crafts, and better training facilities. It is a shame we've had to look elsewhere for facilities when my tax money supports similar facilities. Also, I hesitate to allow my children to go to playgrounds without at adult as no supervision is provided, even at peak periods. Dogs run loose at will.

133. My house backs onto the Linc Park and Trail, it is nice to see it's use increasing every day by families, pets, and joggers. Hamilton has made great strides in the recreation field since my youth years, but the politics in organized sports has gotten worse.

134. My main concern is preservation of natural areas left within the boundaries of the city. Particularly here on the central mountain there are no natural areas that can be reached without driving to them. I stress natural because I believe the city should make a priority of preservation of the natural bio-diversity of the area. This would include not only preserving what is left, but also adapting your flora plantings to focus on the native species of trees, shrubs and flowers.

135. My major concern is adequate skill development programs for young people. I am very concerned that we are to lose Chedoke Ski Hill. I have used these facilities for my children and my grandchildren. We also need a skateboard park. More kids probably board than play hockey. Fix up the pools - Benetto looks great now. All kids need to learn to swim. We cannot afford to deprive these citizens of tomorrow.

136. My priority for parks and recreation development would be to develop more waterfront trails and parks and to develop downtown cultural parks and recreation facilities to attract people to live, work, and visit there.

137. Natural Parks are good, but I think plants like burrs and thistles should be culled by hand especially along paths. Why not seed these areas with wild flowers? On the waterfront paths maybe make a few areas for people to fish. On mountain lookout spots, trim the tops of trees to allow an unobstructed view.

138. New housing developments should include natural areas with paths for biking and walking in between neighbourhoods, schools, and recreation centres to service these communities.

139. No more taxes.

140. Open spaces, parks, cultural and recreational facilities are very important and are well used in the lower city. As the Spectator keeps telling us, the population in the lower city has lower income, less space, and older facilities. This should be a consideration in your decision-making process. Using taxes to maintain and develop facilities should be paid by as privatization takes away control that the city needs over such areas.

141. Open the school gyms on a more regular basis, like on weekends for teen activities, sports, etc. They are already paid for by the Government (through our taxes). They should be open more often to local communities as teen activity centres and so on.

142. Our children have started playing rep hockey and travel to outlying towns and cities, such as Guelph, Cambridge, Woodstock, Burlington, etc. These places have some of the nicest multi-purpose facilities. Pool, library, gym, and ice rink are all on one site and are very family oriented. I think it might be worth your time to visit and inquire how they built and generated funds for those facilities.

143. Our existing parks and trails are okay at present. However, they need cleaning up. I suggest volunteer/vigilantes to be enlisted. Community clean up or school children clean-up activities.

144. Our family is very involved in the community and in recreation. Promoting a healthy environment is #1. Then motivating people to get involved by providing interesting activities is the next step. Please do as much as possible to save the environment, so people want to stay in the city area instead of having to leave it for their R&R. This is an excellent way to more forward in a positive direction.

145. Our grandchildren spend a lot of time with us while their parents work and we make use of the playgrounds, pools, parks and arenas.

146. Our local park has no jungle gym. The grass is cut only when it's 12-15 inches high. We need trees for shade around the playground.

147. Over the years we have made good use of the parks when raising our family.

148. Parkettes in local community areas should be patrolled more frequently by police. Teens are taking over the parks in swarms and they make adults and young children uneasy and afraid to enjoy the benefits of the park facility. Our local park 'Lucy Day' is a prime example of the abuse and disregard by the teens who hang out. These teens don't even live in the area.

149. Parks are great, but education, health, water and lower taxes for seniors are important too. We are paying too much tax on everything. The dollar doesn't go very far today.

150. Parks, Recreation and Cultural Activities make a City desirable to live in, invest in and grow in.

151. Partner with private business to manage public facilities on a profit-sharing basis. Provide many cost benefits for the taxpayers. Increase cold weather use with shelters and snack facilities at areas such as Pier 4. As well, the Conservation Authority Properties should become part of the city. Finally, the community guide should cover only the local community, not the whole city. If city wide information is needed by an individual, it should be requestable.

152. People on welfare or assistance should not get a break on user fees. 14A - More assistance needed for primary caregiver.

153. perhaps existing programs need to be advertised better. Is there a Parks and Recreation booklet that is put out, if there is - is it delivered door to door. This may be the best idea as some people, including myself, don't subscribe to the newspaper.

154. Pet owners must be made to adhere to the laws regarding pets being leashed and picking up pet waste. Littering, people sleeping in the parks, and graffiti are also problems.

155. Please bring back the Earth Song Festival.

156. Please clamp down on dog mess. If more people were charged and fined it could be used to upkeep of parks and walks.

157. Please clean up our parks. Send school children into the parks and teach them to keep our nature clean. Send welfare people to clean up or give high school kids jobs to do it.

158. "Please consider a downtown park (like Central Park in New York) tied to the Waterfront. Redevelop downtown by removing ""eyesores"" and bad plans. I live in Dundas because of access to lots of parks and green space."

159. Please do not allow developers to build on Macassa Park land. Leave it as it is or improve on its natural beauty.

160. Please go easy on the taxes.

161. Please keep the local neighbourhoods that will be affected by changes informed of plans and progress. Give the general public and neighbourhood associations the chance to have input towards a specific plan or proposal for their neighbourhood.

162. Please make Hamilton a more pleasant place to live. Invest in improving our quality of life.

163. Please make sure you include that you need to concentrate on downtown. People must return to live downtown and build recreation space downtown. It has worked in many other big cities across Canada and the U.S.. It will work in Hamilton.

164. Please make the information clear and accessible. Perhaps in the community papers. A weekend phone system with schedules would also be really helpful. I am very disappointed with many of the new changeovers. Our city worked much more efficiently before the amalgamation.

165. Please note that I am a non-driver and use a bicycle for my transportation. It is no more appropriate on hiking trails than is a car or motorcycle. If all those people who drive their SUV's to the conservation area and then unload their mountain bikes and erode the trails would just ride the bike to the conservation area and walk the trail, they'd be healthier and so would the rest of us.

166. Please provide something new in Dundas. We don't have a Y or any fitness centre that's priced with families in mind. Dundas deserves the same services as Ancaster, Hamilton and Waterdown.

167. Please re-evaluate your decision on the golf courses after a one year trial. Your decision has separated a lot of people and forced many of us to reduce our activities. We would gladly have paid increased memberships to help the bottom line. You will see a large decline in memberships. I ask you once again to study what the city of London has done with great success.

168. Please seriously consider an indoor state of the art facility.

169. Please think things through thoroughly.

170. Put a playground at the Ancaster Community Centre. The only playground is at Meadowbrook and Wilson and it is old and not in great shape.

171. Reduce staff, privatize, require more accountability from civic and recreation staff. Recreation centres should be open to the public not just 10-6 office hours.

172. Re-forest the Taco landfills.

173. Regarding picnic and playground areas, particularly in Highland Garden Park, the playground and the adjacent meadow are now a doggie playground. Dog owners come from far and wide on foot, by car, and by truck. Sometimes with they have 4 dogs in one load. With time, the ground has become saturated with dog dung. This is a health hazard, particularly for children who come here to play or picnic from schools, daycare, with families, and for special occasions. They are not aware that after hours it is a playground for dogs. Playgrounds should not be shared with dogs. If this is impossible to adhere to then warning signs should at least be put up.

174. Regarding question 11 does this mean that people in more exclusive areas like Ancaster would pay more? I would hope not. Those areas are paying more than their share of taxes.

175. Retain the green space at Red Hill.

176. Rugby has long been a local activity and Provincial strength. Yet the city has no adequate facility. If the youth are to be important members of our society, they need to be provided with adequate facilities. We need more organized sports and youth centres.

177. Set an example for the rest of the province and stop the Redhill Road development and make it the focus of revitalization. It should be Hamilton's 'Central Park'.

178. Since certain areas pay very high property taxes I would hate to see fee's rise according to the area you live in. Over the years a lot of Senior benefits and programs have been implemented. There are not enough programs for teens. Many programs are created for very young children and seniors but not teens. Seniors are given many price breaks in our society but families with children are not.

179. Since election day my cost of living has increased. We brought our family to Flamborough from Halton for numerous reasons, cost of living being crucial. Improvements are needed but should not come at our expense.

180. Since I am a senior (74 years old), I like walking so more benches would be appreciated. Sometimes walking is prevented close to the water because of too many goose droppings. Other than that, I enjoy our parks very much.

181. Some of our recreational facilities seem to be under-employed (e.g.. many of our outstanding trails in Dundas Conservation Area). Others seem to be in great demand like Golf at Chedoke and King's Forest and minor league hockey facilities. I believe strongly that to be a good city in which to live, there should be opportunity for everyone to participate in some meaningful leisure time, but this does not mean everyone should have access to expensive activities. The city cannot afford it. It seems to me there is a reasonable balance at present.

182. Some Parks could have more trees and gardens planted - in some cases volunteers may be willing to assist in planting and maintenance. I often feel like planting a tree or flowers but I don't want to get arrested.

183. Stress having more volunteers and reward them by giving a free membership, providing free tickets, or allowing use of certain facilities for nothing. Hunt out retired people with special expertise in certain areas and use them as guides, helpers, etc.

184. Strictly minority and ethnic cultural centres/activities should not be funded/subsidized at all by taxpayer money. They should be user-pay and fundraising. In my opinion, the only money I would be agreeable to donate is for Canadian heritage, culture, and history.

185. Strong sports programs are good for kids and teens. I see too many kids not involved. They miss out on the physical activity, socialization, work ethic, competition, and self-esteem.

186. Summer daytime activities for children of all ages are needed (soupies and daycamps). The existing ones are excellent but there just isn't enough of them. Teen centres and activities indoor and out would allow the kids a place to go to socialize instead of loitering and getting into trouble.

187. The arenas in Hamilton are a disgrace to our City. We have traveled all over Ontario and have seen great complexes for hockey. It's about time for a new arena maybe 2.

188. The City is a good place to work and live. If we are to enjoy the culture and recreation and other improvements then we must be prepared to contribute through incremental tax increases or user fees. We cannot expect something for nothing and we must accept the reality that improvements will cost.

189. The City needs an outdoor rink downtown. Make adults pay to use and children can use cheaply.

190. The city needs paved areas in the parks so the children don't need to play hockey on the city streets.

191. The City of Hamilton does not end at Centennial Parkway, it extends all the way to Fifty Road. There needs to be a recreation centre or YMWCA in this area below the escarpment for these residents.

192. The Community Guide is excellent. I enjoy the local historic sites and museums. The city's special events are super, well done and well advertised. I would like to see more outdoor and nature events and more outdoor winter activities. The major parks and all ball diamonds should be irrigated, last summers drought made the parks look unattended. There should be no subsidies for any groups, I am tired of hearing that seniors have no money just because they are seniors.

193. The events at Hamilton Place should be expanded. It seems the facility is not used enough or with enough variety. Sanderson Centre in Brantford is hardly ever dark and provides great programs for all ages.

194. The existing swimming pool facilities are in poor condition. The user fees are high, yet the services are poor. We find this frustrating. At times, when we brought our children swimming, there was no water to rinse our children after swimming. The dressing room door almost fell on a child. This is not right. It seems like we are going backwards instead of forwards.

195. the geographic location and natural beauty of our city speaks for itself.

196. The hours at the libraries are too short. We also need Red Hill Valley as a recreation/park area.

197. The ice rinks lack accommodation for female sports participants. Organized sports team dressing rooms are falling into disrepair and are usually too small for the number of players. The children's museum at Gage Park needs more room. The site is often at capacity and there is limited space that would allow for more frequent exhibit changes.

198. The lower city is in desperate need of a senior's centre similar to Sackville. I hope some consideration is given to improving the maintenance of green areas. Lakeland Pool needs to be replaced with added waterfront amenities.

199. The need for Senior's facilities in Dundas is paramount. The present Community Centre is an embarrassment and I do not even use it.

200. The new City of Hamilton parks, culture, and recreation is in good condition.

201. The parking at Mohawk Sport Complex for diamonds four and five needs improvement. If an injury occurs, an ambulance would have a difficult time getting to those two diamonds, if they even know about those two back diamonds.

202. The reality we face is a crumbled infrastructure that should be fixed before we can afford the luxury of flowers and recreation. Saving and creating more green space does not cost much money and should be a high priority in an industrial city. As for building new facilities, please hold the line unless it is a shelter for the homeless.

203. The waiting lists for many recreation programs are very long. I often cannot enroll my children in programs that are offered at the most convenient time. Waiting time is long, I have had to go to rec. centres that are out of my area. There also needs to be more variety in types of events and festivals.

204. The Waterfront Trail is a winner.

205. There are alternatives to the dangerous chemicals that are being used. Green space must be restored. 14A - Transportation issues must be addressed.

206. There are many children in our community and we need as many activities for them as we can get so we can keep them busy and off the streets.

207. There has been much controversy over the recreation centre that is/was to be built on Mudd Road. I think it is appalling that the city would even consider using the site, knowing full well that the soil is contaminated from the dump. I can't believe you would even consider accepting offers from Taro to build or donate anything toward our community. Do not be clouded by the almighty corporate dollar or sell us out for a quick buck.

208. There is an obvious need for more (or some) green space in suburbia. Quad pad arena on Mtn. Brow is a very poor choice of location. How about taking over control of 87 acre park in Stoney Creek. Partner with the HRCA as they have the expertise to manage parks and natural areas. Get a competent public works co-ordinator and give a decent budget. As well, reduce lawn mowing and think of naturalizing. Get on board with recycling in parks. Leave Turner Park as a park.

209. There needs to be more support for the Hamilton Place Orchestra.

210. There needs to be wheelchair transportation that will allow a person in a wheelchair to be able to go on a social outing during the week in the afternoon. We are unable to go out in the afternoon on a weekday because of Darts restrictions and cabs are also tied up with school/work/medical appointments. 14A - Provide better wheelchair transportation.

211. There should be more picnic tables at Princess Point and Waterfront Trail - also more benches. Extend Harbourfront trails farther past Confederation Park. More public space and walking trails along escarpment. 14A - Paved access, smoother paths for wheelchair/walker access.

212. Try to keep parks cleaner. Enforce the hours of Park operation.

213. Try to lower land taxes and keep the activities and cultural things the same and rely on the community a little more.

214. Upgrade arenas rather than build new mega ones to please some people for which my taxes would have to pay. I cannot afford these luxuries on my government pension.

215. Use the money for major recreational facilities for all citizens of the New Hamilton in a planned and integrated way to attract citizens and commercial and residential developments to the downtown area. Make use of the great geographical and infrastructure that exists here.

216. User fees should be the same across the board with assistance to low income children.

217. Using an already existing outdoor nature-oriented park setting, display Aboriginal life in the area in the late 1600-1800's showing typical home structures, cooking, weaving, crops etc. This centre would serve an educational and heritage role in our community offering visibility to our founding Native peoples.

218. Utilization of existing parks doesn't warrant new parks. The amount of land set aside could provide other activities such as wading pools, picnic tables, tennis courts, baseball diamonds, and pavement for hockey so young boys can exert their energy in a safe environment. There doesn't seem to be a drawing card to bring the children to the existing parks. Personnel at these parks could inspire, run baseball games, teach tennis, organize hockey games, etc. The young people need more participation by adults who care. Let's fill the parks that exist. Slides and swings are not enough.

219. We are in desperate need of baseball diamonds and ice rinks. We need outdoor skating rinks. Driving through the City of Toronto neighbourhoods, I passed n outdoor skating rink every few city blocks. I do not know of any city-run outdoor rinks in Hamilton. Also, I do not think that Chedoke Ski Hill should be closed or sold. This facility should be kept open even if it is an expense to taxpayers. I was disappointed to find the hill closed during March break last year or the year before. The kids need something other than hanging out in the malls.

220. We cannot walk in the parks, there is too much dog refuse. Going for a walk is not very pleasant.

221. We could do with more teen centres as it will take kids off the streets and give them something to do.

222. We do not need a fancy gym where membership is required but a pay-as-you-go fitness facility. If there are any, I am not aware of them.

223. We do not think that more or better parks are a priority for Hamilton.

224. We enjoy using the in-line skating paths at Pier 4 but it is a drive for us. We believe a similar in-line skating trail on the mountain or in Ancaster would be great.

225. We have a large area in the city virtually made private, the RBG - we have invested and supported it as a community and fees are now way too large. I have visited much better gardens throughout the world which have no cost. Also, conservation areas should be public - no cost - who owns them?

226. We lean toward user-fees for recreational facilities. It is not reasonable to ask seniors to fund hockey arenas that they will never use. We deplore the fees for use of city-owned parks/trails.

227. We need better management of sports and recreation funds as well as eliminating high cost items that are a losing proposition (like ski hills at Chedoke).

228. "We need large recreation centres that include swimming pools, ice rinks, indoor soccer and basketball courts where the whole family can go to one location and enjoy various sports at the same time. Stadiums could be covered with a ""bubble"" in the winter months and the artificial turf could be turned into ""courts"" for soccer, track and field, and rugby just like at Landsdowne Stadium. This shows good use of the space at the same time brings in revenue year round. The East end of the new city needs entertainment and cultural centres."

229. We need more community centres in the area I live in order to give the youth a place to go instead of the local movie theatres, etc. I would like to see a park or a park with recreation centre, tennis courts, and basketball courts. Maybe a baseball area, too.

230. We need more facilities in lower Stoney Creek near Winona. The City of Hamilton hasn't done anything for the surrounding areas, just made the taxes higher.

231. We need more soccer fields with better maintenance. We need more wastebins. We need more art classes at the recreation centres (pottery, stained glass). Develop the waterfront. Rent space to store owners/vendors. Provide day passes/fun tours of Hamilton cultural centres and museums in association with HSR.

232. We need some teen dances for Dundas to give kids something to do. I suggest one seasonal pass for all nature trails, RBG to help promote use and support of these unique treasures. I support AGH improvement to building.

233. We need some vision regarding the Waterfront and escarpment. Upgrade Chedoke Ski Hill (Winter Recreation Centre) to something we can be proud of. Not upgrading is a big mistake. We also need more park land in the centre core. Improve safety in Dundurn Park. Let's manage what we have aggressively and build intelligently and selectively.

234. We need to make the nurturing of our young people our highest priority. Developing of facilities that allow children, young people, adults and seniors to be together puts fellowship back into the community. They allow people to develop friendships as well as healthy lifestyles. They allow the young to develop positive self images and it gives them an alternative to do things that are upbuilding.

235. "We provide many opportunities and facilities for our children. This is good, but let's not forget that adults need recreation too. In order to sustain a healthy population that is aging we need to place some emphasis on adult recreation, sport and fitness for both males and females. We should not force all of our adult time into the ""late night"" slots. Please remember that while our youth are important, the adults pay the bills and deserve some consideration too."

236. We really need exclusive dog walking natural and fenced areas that are legal and which we do not have to share with cyclists, small children and dog fearers.

237. We think Hamilton is one of the most beautiful places to live. There is some of the nicest scenery around here if you just get out and have a look. You don't have to pay a lot for nature. We make our own recreation.

238. We would like to see the skateboard parks and ski hills stay. The teens need these instead of the malls.

239. We, as older people, would like to walk but there are no sidewalks for us.

240. We're a young family and it seems like there's not a whole lot to do with small children for little expense. We would like an outdoor pool with splash park, we don't mind a small admission price.

241. What is a cultural facility? People from outside our community should pay user fee's to use our facilities. A card or pass would allow locals to use our facilities. Outside users should pay a premium. Run it like a business. Put upscale areas in place and have people pay as they play. Implement summer student programs to maintain park areas. Pay them to do it, making sure to work them hard and be accountable for their work. Pay them reasonably. Improve our historical sites. There is lots of history around us and no one knows it.

242. When comparing user-fees in the old City of Hamilton to the user-fees in the outlying communities, it is obvious that Hamilton has been under-charging for years, which has ultimately led to some of the problems we are currently facing.

243. When I was young we used to go to the rock gardens but now they seem to have priced themselves too high.

244. When plans are being made, we must realize that the newest members to our New City bring with them a number of diverse cultures and ways of doing things and that if we are to make this monumental change happen that we should ensure that the public has an equal say in all things we do.

245. Why must we travel out of our own areas to let our children watch a movie? There are not enough areas for our young children to hang out in.

246. "With regards to ice costs, it shocks me that councilors feel they have been fair. Dundas has been used for the ""old"" city's gain and will not be treated fairly."

247. With the City's amalgamation, thought should be put toward equity throughout the new city. It makes no sense to have two memberships for recreational facilities. Available hours for use also should be reviewed.

248. With the intense growth in the Winona area there isn't enough parks or arenas. Saltfleet should have been twinned years ago but a new park is required to handle soccer fields and ball diamonds. Ideally, Winona Park should be expanded before the remaining land is gone.

249. Work hard on public recognition for youth who volunteer or have outstanding achievements with special publicized events.

250. You should return nighttime patrol of open parks in residential areas to reduce noise and property damage. You could encourage neighbourhood organizations to help keep parks usable and safe, for example cleaning up broken glass and debris.

251. You should think carefully before destroying park land or natural areas for development. Hamilton, as one of the leading polluting cities in this country has an obligation to provide green areas to its residents to clean the air and water.

Appendices

Appendix F
Inventory of Leisure Spaces

PERC

Inventory of Leisure Spaces

The inventory of indoor and outdoor spaces and all the components within each is quite incomplete. The City's databases are not yet sufficiently integrated or complete to provide much detail on many categories of spaces, including total use of spaces in many cases. The parks inventory includes only City owned spaces and doesn't fully inventory all components of each site. This illustrates the need for a more comprehensive Management Information System (see Strategic Direction #3 in Section 6) to fill in the gaps. Completing this inventory should be one of the early priorities of the evolving Management Information System.

Facility	***Usage in 2001***	***Usage in Relation to Capacity for Use***	***Trends in Use***	***Ownership/ Operator***	***Condition***
Sports Fields					
☐ 12 Football Fields	☐	☐	☐	☐ Owned and operated by City.	☐
☐ 6 Running Tracks	☐	☐	☐	☐ Owned and operated by City.	☐
☐ 107 Unlit Soccer Fields (plus 3 not usable)	☐	☐	☐	☐ Owned and operated by City.	☐
☐ 28 Lit Soccer Fields	☐	☐	☐	☐ Owned and operated by City.	☐
☐ 231 Unlit Baseball/ Softball Fields (3 being removed from Rosedale in May)	☐	☐	☐	☐ Owned and operated by City.	☐
☐ 45 Lit Baseball/ Softball Fields	☐	☐	☐	☐ Owned and operated by City.	☐

Facility	Usage in 2001	Usage in Relation to Capacity for Use	Trends in Use	Ownership/ Operator	Condition
Outdoor Play Surfaces					
☐ 93 Tennis Courts	☐ Not available.	☐	☐	☐ Owned and operated by City.	☐
☐ 58 Bocce Courts	☐ Not available.	☐	☐	☐ Owned and operated by City.	☐
☐ 6 Lawn Bowling Courts	☐ Not available.	☐	☐	☐ Owned and operated by City.	☐
☐ 6 Horseshoe Pitches	☐ Not available.	☐	☐	☐ Owned and operated by City.	☐
☐ 46 Basketball Courts	☐ Not tracked.	☐	☐	☐ Owned and operated by City.	☐
☐ 1 Outdoor Skateboard Facility (and one seasonal indoor facility at an Arena)	☐ Not tracked.	☐	☐	☐ Owned and operated by City.	☐
Playstructures					
☐ 237 Playstructures	☐ Not tracked.	☐	☐	☐ Owned and operated by City.	☐ City closes when the no longer meet CSA guidelines and replaces as budget allows.
Shelters and Pavilions					
☐ 100 Park Shelters and Pavilions	☐ Not tracked.	☐	☐	☐ Owned and operated by City.	☐

Facility	Usage in 2001	Usage in Relation to Capacity for Use	Trends in Use	Ownership/ Operator	Condition
Outdoor Rinks					
☐ 5 Outdoor Ice Skating Rinks	☐	☐	☐	☐ Owned and operated by City.	☐
Outdoor Pools					
☐ 10 Outdoor Pools	☐	☐	☐	☐ City owned and operated	☐ Fair to poor condition, many approaching or past end of lifespan
☐ 47 Spray Pads	☐ Not tracked.	☐	☐	☐ City owned and operated.	☐
Plaques/ Monuments/ Statues					
☐ 146 Plaques Monuments and Statues	☐ N/A	☐	☐	☐ City owned and maintained.	☐

Facility	Usage in 2001	Usage in Relation to Capacity for Use	Trends in Use	Ownership/ Operator	Condition
Aquatics					
☐ 17 Indoor Pools (all 25 m, except for one 25 yd. Pool)	☐ (Based on 16 pools, as one just opened in May 2002) ☐ 995,097 total visits (non including rentals) ☐ average of 62,193 visits per pool per year	☐ Significantly below capacity.	☐	☐ City owned and operated	☐
☐ 5 Indoor Pools (all 25 metre)	☐	☐	☐	☐ 2 owned and operated by YMCA ☐ 2 owned and operated by YWCA ☐ 1 owned by the City and operated by Hamilton Kiwanis Boys and Girls Club	☐
☐ 1x 50 metre Indoor Pool	☐	☐	☐	☐ Owned and operated by McMaster University	☐
Community Centres					
☐ 17 City Community Centres	☐	☐	☐	☐ City owned and operated	☐
☐ Dofasco Recreation Centre	☐ Not available.	☐	☐	☐ Privately owned and operated with limited public access.	☐

Facility	Usage in 2001	Usage in Relation to Capacity for Use	Trends in Use	Ownership/ Operator	Condition
Racquet and Fitness					
☐ X racquetball ☐ X fitness areas	☐	☐	☐	☐	☐
Curling Club					
☐ X sheets of artificial ice XX floor	☐ XX members plus some outside bonspiel rentals	☐	☐	☐	☐
Senior Citizens Centre					
☐ 2 full-time seniors' centres	☐ Sackville - 3300 members and 65,407 visits. ☐ Hess - 260 members and 21,194 visits	☐ Capacity for growth. ☐ Little capacity for growth.	☐ Not available ☐ Declining membership	☐ City owned and operated ☐ City owned and operated	☐ Sackville is relatively new, high standard facility for seniors. ☐ Hess is leased space in a seniors' apartment complex.
☐ 2 full-time seniors' centres (Ottawa Street Y and MacNab)	☐ 1000 memberships total ☐ 88,800 visits	☐ Unknown	☐ Not available	☐ Owned and operated by YWCA	☐ Unknown.
☐ Ancaster Seniors Achievement Centre	☐ 2265 members ☐ 47,563 visits	☐ Close to capacity.	☐ Stable.	☐ City owned and community operated	☐ Excellent condition.
Athletic Clubs					
☐ Fitness studios ☐ Multipurpose space	☐	☐	☐	☐	☐

Facility	**Usage in 2001**	**Usage in Relation to Capacity for Use**	**Trends in Use**	**Ownership/ Operator**	**Condition**

Golf Courses

☐ 2 Golf Courses in the city (one with 18 holes, and one with 2x 18 holes)	☐	☐	☐	☐ City owned and operated.	☐

Arenas

☐ 21 Arenas (22 sheets of ice in total)	☐ 35,475 primetime hours booked ☐ 8,953 non-primetime hours booked.	☐ Potential 40, 612 hours of prime time ice ☐ Potential 12,980 non prime time. ☐ Vacancy Rate of 12.65% prime time (mostly 6am and 11pm, 12 midnights on weekends) ☐ Vacancy Rate of 31% non-prime time.	☐	☐ City owned and operated.	☐
☐ 2 Private Arenas, each with twin surfaces	☐ Not available	☐	☐	☐ Privately owned and operated.	☐
☐ Dofasco Recreation Centre has a twin pad.	☐ Not available	☐	☐	☐ Privately owned and operated. Restricted public acces.	☐

Staff has noted that the inventory changes often. The Class system program tracks usable, bookable fields. The Breakthru inventory used by parks maintenance staff captures information on fields that they maintain. If a field exists but is not usable, Breakthru records it but Class doesn't. If parks maintenance staff have not involvement in a sports field, Class will show it, but Breakthru won't. Due to the differing purposes, Class and Breakthru inventory do not match. The consultants have attempted to reconcile these as best as possible.

It should also be mentioned that facility numbers change. Playstructures, amenities and sports fields are removed and added. For example, Rosedale Park will be losing 3 baseball diamonds in May 2002 due to the construction of a holding tank. The Playground Supervisor also removes Playstructures that no longer meet CSA guidelines and replaces according to budget availability.

City of Hamilton Parks, Culture and Recreation Master Plan
Parks Inventory
May 2002

City Athletic

Park	Address	Hectares
87 Acres Park (SC)	1165 Green Mountain Road	35.1
Ancaster Community Centre	385 Jerseyville Road West	16.2
Beverly Community Park	Highway 8	25.35
Brian Timmis Stadium	75 Balsam Avenue North	1.6
Glanbrook Sports Complex	4300 Binbrook Road	24.13
Globe Park	800 Woodward Avenue	18.58
Ivor Wynne Stadium	75 Balsam Avenue North	3.25
Martino Memorial	147 King Street East	5.74
Mohawk Sports	700 Mountain Brow	39.66
Olympic	948 Mohawk Road West	9.37
Sackville Hill Memorial	770 Upper Wentworth Street	8.06
Turner Park	344 Rymal Road East	31.25
Waterdown Memorial	200 Hamilton Street, Waterdown	7.18

Total of 225.47 hectares on 13 sites.
Provision level of .46ha/ 1000.

City Recreation

Park	Address	Hectares
Armes Lookout	633 Mountain Brow	0.43
Battlefield Park	77 King Street West, SC	12.74
Bayfront Park	709 Simcoe Street West	18.97
Binbrook Fairgrounds (Glan)	2600 Highway 56	8.79
Cenotaph Park	324 Highway 8, SC	0.1
Chedoke Golf Course	565 Aberdeen Avenue	93.19
Churchill Gardens/Aviary	145 Cline Avenue North	4.25
City Hall Grounds	71 Main Street West	1.35
Confederation Park	Van Wagner's Beach	83
Courtcliffe Park	Carlisle Road	40.06
Dundas Driving Park	Cross Street	10.74
Dundurn	490 York Blvd	0.04
Dundurn Park	600 York Blvd	12.34
Gage Park	1000 Main Street East	28.8
Glen Manor, the Veevers Home	22 Veevers Drive	0.66
Gore Park	1 Hughson Street South	0.42
Harvey	618 York Blvd	2.57
King's Forest Golf Course	150 Greenhill Avenue	109.76

Leisure Park	752 Centre Road, Waterdown	76.89
Lions Outdoor Pool	263 Jerseyville Road West	29.94
Mohawk Gardens	1 Indian Crescent	0.59
Museum of Steam & Technology	900 Woodward Avenue	0.18
Pier 4	709 Simcoe Street West	2.75
Sam Lawrence	276 Concession Street	0.15
Sam Lawrence Park	255 Concession Street	4.33
Scenic	565 Aberdeen Avenue	1.48
Scenic	609 Scenic Drive	0.25
Town Square Park	79 King Street East, SC	0.05
Westfield Heritage Centre	Regional Road 552, Rockton	132.43
Whitehern	41 Jackson Street West	0.34

Total of 677.59 hectares on 30 sites.
Provision level of 1.38 ha/ 1000

Note: If the Chedoke Golf Course, Kings Forest Golf Course and Binbrook Fairgrounds (all special purpose areas) are excluded from this listing, the total becomes 465.85ha on 27 sites, at a provision level of .95ha/ 1000.

City Natural

Park	**Address**	**Hectares**
Albion Falls	768 Mountain Brow	4.47
Albion Falls Open Space	199 Arbour Road	23.27
Arrowhon Natural Area	Boulding Avenue, Waterdown	3.06
Berklin Drive Ravine	15 Berklin Drive	0.43
Bow Valley Open Space	140 Lake Avenue North	20.64
Bruleville Nature Park	265 Limeridge Road East	2.36
Chedoke Crossway	156 Stroud Road	3.58
Chedoke Expressway Open Space	643 Main Street West	11.28
Country Club Drive	190 Country Club Drive	1.04
Culotta Woodlot	Culo Street, Waterdown	1.13
Double Trunk Maple (Glan)	Hall Road	0.78
Escarpment		140.66
Fieldcote Memorial Park	64 Sulpher Springs Road	2.83
Gershome Ravine Land	2734 King Street East	0.45
Greenhill Open Space	415 Greenhill Avenue	22.14
Greenside Acres Park	St. Margaret's Road	3.2
Hannon South Open Space	1450 Rymal Road East	5.74
Johnson Tew Park	Undeveloped	14.97
Kennedy East Open Space	Alderson Drive	1.36
King's Forest Park	150 Greenhill Avenue	89.28
Langs Park	1119 Scenic Drive	1.51
Oak Knoll	710 Mountain Brow	1.54
Randall Park	140 Robson Crescent	3.25

Red Hill Valley		100.32
Smokey Hollow Park	Regional Road 509, Waterdown	1.54
Summerbrook Park	Brookview Court	0.14
Upper King's Forest	701 Mountain Brow	17.56
Vincent/Gershome Open Space	2730 King Street East	27.61
Warren Park	Tally Ho Drive	2.8
Westdale North Open Space	203 Paradise Street North	28.67
Wildan Extension Park	Wildan Drive, Freelton	1.15
Woodlot Royal Conservatory	576 7th Concession Rd East	10.12

Total of 548.88 hectares on 32 sites.
Provision level of 1.12 ha/ 1000.

City Linear

Park	Length	Ward
Battlefield Creek Trail	0.75	9
Bayfront Park Trail	1.48	2
Blacks Trail	not known	15
Borer's Creek Trail	3.00	15
Breezeway Trail	3.00	9-10
Carlisle Multi-Use Trails	not known	15
Chedoke Radial	2.70	1
Cootes Drive Trail	2.50	1
Desjardins Recreational	1.15	1
Escarpment Rail Trail	7.00	3-6
Gatesbury Park Hydro ROW Trail	not known	15
Greensville Settlement Trail	0.56	14
Grindstone Trail, Flamborough	not known	15
Hamilton Harbour Waterfront Trail	3.40	1-2
Hamilton to Brantford Rail Trail	32.00	
Harvey Park Trail	0.16	1
Lynden Rail Trail	3.00	14
Macassa Bay Walkway	0.35	2
Marcella Walkway	Marcella Crescent	0.03
Middleton Road Trail (Lefarge 2000)	19.50	14
Multi-Use Path 1, Stoney Creek	0.90	9
Park Corridor	1.50	6-7
Pipeline Walkway		2.27
Radial Right of Way	not known	12
Rail Trail, Dundas	30.00	13
Red Hill Valley Trail	10.50	4-6
Spencer Creek Trail	2.50	13
St. Helen's School Walkway		0.44
St. Michael's School Walkways	135 Hester Street	0.04
Waterfront Trail	12.50	1-5, 10
Wetland Trails	2.00	15

Total of 31 sites of various lengths. Total KM unknown.

District Athletic

Park	Address	Hectares
Bobby Kerr	100 Reno Avenue	5.78
Captain Cornelius	180 Limeridge Road West	7.45
Coronation	13 Macklin Street North	2.34
Eastdale	81 Lincoln Road	4.7
Eastwood	111 Burlington Street East	5.77
Green Acres	880 Queenston Road	4.61
H.A.A.A.	250 Charlton Avenue West	2.78
Heritage Green Sports Park	Green Mountain Rd W and 1st St	3.51
Hillcrest	485 Queenston Road	7.81
Inch	400 Queensdale Avenue East	4.89
Kay Drage	74 Macklin Street North	12.74
Little League	880 Queenston Road	4.62
Macassa	777 Upper Sherman Avenue	6.21
Meadowlands Soccer Pitch	Golf Links Road	2.82
Rosedale Park	320 Albright Road	13.44
Sam Manson	80 Nash Road North	6.09
Sherwood	14 Sherwood Park Road	8.31
T.B. McQuesten Community	1199 Upper Wentworth Street	12.75
Valley Park	970 Paramount Drive	19.41
Victoria	516 King Street West	5.68
William McCulloch	200 Bonaventure Drive	7.63

Total of 149.34 hectares on 21 sites
Provision level of .31ha/ 1000

District Youth

Park	Address	Hectares
Beasley	96 Mary Street	1.5

Total of 1.5 hectares on one site.

Neighbourhood Park

Park	Address	Hectares
Ainslie Wood	200 Emerson Street	2.03
Albion Estates	52 Amberwood Street	3.3
Alexander	259 Whitney Avenue	4.23
Allison Neighbourhood	201 Rymal Road East	0.51
Amberly	Nakoma Road	1.64
Ancaster Heights	Massey Drive	0.8

Ancaster Sr. Achievement Centre	622 Alberton Road	1.7
Andrew Warburton Memorial	199 Tragina Avenue North	0.73
Arcade	45 Cloverhill Road	0.52
Austin	36 Dartford Place	0.87
Barton Melvin Triangle	373 Pottruff Road North	0.43
Bayview	Thomas Court	2.1
Beach Blvd #2	1100 Beach Blvd	0.74
Beach Blvd Park #1	540 Beach Blvd	0.21
Belmont	Hollybush Street, Waterdown	2.05
Belview	205 Belmont Avenue	0.81
Bennetto	444 Hughson Street North	0.87
Berrisfield	125 Birchcliffe Crescent	1.39
Beulah	59 Beulah Avenue	0.37
Billy Sherring	1530 Upper Sherman Ave.	8.47
Birch Avenue	625 Wilson Street	0.37
Birge	167 Birge Street	0.54
Bishop Ryan High School	50 Albright	6.69
Bishop's	91 East Avenue South	0.08
Block 114	Pinecreek Drive, Waterdown	0.39
Block 87	Longyear Drive, Waterdown	0.92
Brampton Street	110 Mead Avenue	0.25
Brockhouse Park	Fiddler's Green Road	0.1
Broughton East	990 Rymal Road East	3.83
Bruce	145 Brucedale Avenue East	3.43
Bruleville Neighbourhood	100 Bobolink Road	0.77
Bryna Park	Bryna Avenue	0.2
Buchanan	111 Columbia Drive	2.75
Bullocks Corners	Park Avenue, Greensville	2.28
Bumble Bee Park	Pleasant Avenue	0.4
Burkholder	478 East 25th Street	1.23
Carlisle Community Centre	1496 Centre Road, Flamborough	3.96
Carlisle Memorial	1493 Centre Road, Carlisle	0.88
Carluke Hall	435 Carluke Road West	0.4
Carter	32 Stinson Street	0.97
Cathedral	642 Main Street West	2.35
Centennial	East Street North	1.01
Centennial Heights	Karendale Crescent, Freelton	3.08
Central Park	168 Bay Street North	2.77
Central Park	Creighton Street	2.13
Chegwin	Chegwin Street	0.8
Cherry Heights	90 Stoney Brook Drive	3.41
Churchill Park	199 Glen Road	11.21
Cliffiview	26 Upper Paradise Road	0.42
Cline	Highbury Drive	3.18
Cochrane	Cochrane and Lawrence Roads	0.02
Colquhoun	20 Leslie Avenue	4.02
Community	37 King Street East	2.4

Copetown Lions	Highway 99	3.27
Corktown Park	175 Ferguson Avenue South	1.8
Corman	23 Teak Street	1.52
Dalewood	108 Gary Avenue	0.02
Dean Vista	Arvin Avenue	0.11
Delta	1100 Main Street East	0.16
Dewitt	151 Glenashton Drive	2.14
Dewitt	Lakeview Drive	0.41
Dofasco Property	276 Beach Road	0.09
Dover	75 Nash Road South	1.52
Dr. William Bethune	1389 Upper James Street	4.64
Durand	250 Park Street South	0.66
Eastdale School	81 Lincoln Road	1.73
Eastmount	115 East 26th Street	2.72
Edgelake	12 Church Street	1.31
Edwards	55 Mercer Street	1.01
Eleanor	Presidio Drive	2.21
Elmar	140 Brigade Drive	3
Faircourt	40 Faircourt Drive	2.57
Father Sean O'Sullivan	1141 Greenhill Avenue	5.41
Fay Avenue	95 Broker Drive	2.34
Felker	29 John Murray Street	1.6
Fernwood	784 Ninth Avenue	1.28
Ferrie Street Lot	449 Wellington Street North	0.29
Ferris	25 Lynwood Drive	4.13
Flamborough Centre	969 Centre Road, Flamborough	4.79
Fonthill	289 Wendover Drive	1.4
Freelton Community	Freelton Road	0.92
Gatesbury	Niska Drive, Waterdown	3.86
Gilkson	50 Gemini Drive	4.07
Glen Castle	30 Glen Castle Drive	0.72
Glendale	255 Rainbow Drive	1.97
Glenholme Avenue	308 Glenholme Avenue	0.12
Glow	159 Mead Avenue	0.32
Golf Links	Golf Links Road	8.7
Gord Oakes	3302 Homestead Drive	0.7
Gourley	Duncairn Crescent	8.56
Greenhill Park	589 Greenhill Avenue	2
Guy Brown Park	Brian Blvd, Waterdown	0.37
Hampton	28 Lupin Avenue	0.94
Harmony	Annalee Drive	0.79
Hayward Park	13 Dalkeith Avenue	0.06
Henry & Beatrice Warden	55 Lake Avenue North	3.51
High	Hendry Lane	1.2
Highland Gardens	81 Hillcrest Avenue	5.04
Highview	879 Brucedale Avenue	2.07
Hillside Park	57 Hillside Avenue	0.04
Hixon Road	308 Hixon Road	0.45

Holbrook	442 Sanatorium Road	0.88
Homebrook	Stagecoach Drive	1.11
Hopkins	2nd Street North	1.13
Hunter Estates	314 MacIntosh Drive	5.3
Huntington	40 Broker Drive	3.2
J.C. Beemer	68 Victoria Avenue North	0.68
James Smith	Braithwaite Avenue	0.74
Jerseyville	Jerseyville Road	1.99
John Knox School	795 Hwy 8, Fruitland	1.2
John Prentice	45 Renata Court	0.42
John Watson	75 Donn Avenue	1
John Willson	Winona Road	1.38
Keith	90 Burton Street	0.14
Kennedy East	130 Malton Drive	1.19
Kinsmen	387 Beach Blvd	0.44
Kitty Murray	Kitty Murray Lane	1.6
Kopperfield	Kopperfield Drive	0.92
Lawfield	150 Folkstone Avenue	3.1
Lawrence P. Sayers	39 Lakegate Drive	0.3
Leadale Place Park	Leadale Place	0.05
Leaside	1155 Leaside Road	1.36
Leslie B. Couldrey	Bridlewood Drive	2.75
Lifesavers	100 Cumberland Avenue	0.25
Lionsgate	79 Elmira Drive	0.98
Lisgar	95 Carson Drive	2.3
Little Albert	1198 King Street East	0.01
Little John	Little John Road	1.08
Little League	Jerseyville Road	4.04
Lucy Day	33 Clinton Street	0.29
Lynden	Highway 99	1.74
Lynden Legion	206 Lynden Road	3.24
Lynden Lions South	Highway 99, Lynden	3.77
Mahony	1655 Barton Street East	4.25
Mansfield Park	Mansfield Drive	0.05
Maple Lane	Miller Drive	2.12
Mapledene	32 President Drive	1.57
Maplewood	2nd Road West	7.57
Maplewood Green	155 First Road West	1.3
Margaret Street Park	9 Margaret Street, Waterdown	1.33
Matt Broman	645 Mountain Brow	1.53
McLaren	160 John Street North	0.19
Meadowbrook	365 Wilson Street West	1.19
Memorial Park	87 Glen Cannon Drive	4.1
Memorial School	211 Memorial Avenue	2.57
Memorial Square	19 Memorial Square	0.21
Millgrove Community Park	855 Millgrove Side Road	2.56
Mohawk Meadows	645 Iroquois Avenue	1.57
Montgomery	1570 Main Street East	4.98

Morton	50 Larraine Avenue	0.93
Mounstberg Hall Park	Centre Road, Carlisle	0.88
Mount Albion Public School	24 Kennard Street	4.45
Mount Hope	3027 Homestead Road	4.08
Mount Lions' Club	450 Queen Victoria Drive	2.46
Mountain Brow West	282 Mountain Park Avenue	0.44
Mountain Drive	935 Concession Street	4.06
Mountsberg Park	2133 Centre Road, Carlisle	0.4
Mountview	115 San Antonio Drive	2.02
Myrtle	13 Delaware Avenue	0.36
Newlands	137 Lynbrook Drive	1.7
Noble Kirk Park	Noble Kirk Drive, Freelton	0.2
North Central Community	467 Wentworth Street North	0.59
North Wentworth Community	Highway 5, Waterdown	8.54
Norwood	187 Terrace Drive	1.39
Oakwood Place	132 Sterling Street	0.1
Old Oakes Park	Old Oakes Place	0.1
Olympic Sports	70 Olympic Drive	7.3
Optimist Park	237 Manitou Way	0.8
Palomino Ranch	Palomino Drive, Carlisle	2.62
Paramount	1170 Paramount Drive	2.6
Parkdale	20 Parkdale Avenue South	3.98
Peace	Montgomery Drive	0.8
Peachwood	Peachwood Crescent	0.3
Pinecrest	Evergreen Avenue	1.69
Pinky Lewis	161 Sanford Avenue North	2.08
Pipeline Park	1203 Main Street East	0.12
Plateau Park	4 Millen Road	0.33
Postlawn Park	Fairlawn Court	0.23
Powell	53 Birch Avenue	0.95
R.T. Steele	45 Ellis Avenue	0.59
Radial	1 Spruceside Avenue	0.35
Red Hill Bowl	King Street East	6.06
Red Hill Neighbourhood	320 Albright Road	1
Richwill	27 Richwill Road	0.6
Riverdale East Park	135 Vittorito Avenue	3.74
Riverwalk Park	Blue Heron, Carlisle	0.36
Rockcliffe Gardens	Riley Street, Waterdown	3.54
Rockview Summit	Grindstone Way, Waterdown	0.69
Rosebough	Rosebough Street, Greensville	1.62
Rosedale Neighbourhood Park	145 Dundonald Avenue	0.12
Rosedale Pool	150 Greenhill Avenue	0.18
Roxborough	70 Reid Avenue North	1.45
Rushdale	1199 Upper Wentworth Street	1.79
Ryckmans Neighbourhood	Dicenzo Drive	0.24
Saltfleet High School	108 Highland Road West	6.07
Sanatorium/Mohawk	260 Mohawk Road West	0.61

Sanctuary	27 Sanctuary Drive	3.56
Scenic Woods	Lavender Drive	3.04
Scott	1055 King Street East	2.1
Sealey	115 Main Street South, Waterdown	0.95
Shamrock	105 Walnut Street South	0.73
Shawinigan	1 Guildwood Drive	2.49
Sheffield Ball	Sheffield Road	1.67
Sheldon Manor	Don Street	0.79
Sherwood Meadows	14 Sherwood Park Road	2.08
Sherwood Vale Lot	Robinhood Drive	0.01
Signature	Golf Links Road	2
Simcoe Street Lot	209 Simcoe Street East	0.28
Simcoe Tot Lot	38 Strachan Street West	0.34
Sisters of St. Joseph's	2757 King Street East	5.02
Skyway Park	189 Beach Blvd	0.19
Somerset	Lloyminn Avenue	0.99
Southam	480 Upper James Street	1.18
St. Christopher's	119 McAnulty Blvd	0.73
St. Clair Blvd	St. Clair Avenue	0.26
St. Joseph's	321 John Street South	0.18
Stoneham	Wilson Street East	0.48
Stoneywood Park	271 Winterberry Drive	2
Strabane	7th Concession, Flamborough	3.5
Stroud Road	145 Stroud Road	1.33
Talbot Lot	Barton Street East at Talbot	0.05
Tapleytown	368 Mud Street East	2.63
Tapleytown Men's Club	315 Mud Street East	2
Templemead	Independence Drive	2.77
Thorner	Deerborn Drive	1.81
Todd Ofield Park	2nd Concession, Orkney	0.2
Tower	Woodend Drive, Carlisle	0.49
Trenholme Park	Upper Kenilworth Avenue	4.2
Valley Community Centre	287 Old Guelph Road	4.05
Veevers	688 Greenhill Avenue	0.84
Veterans Park	Huntingwood Avenue	9.85
Village Green	Lodor Street	1.12
Waterford	North Service Road, Waterford	2.02
Waterwheel Cres. Retention Pond	Waterwheel Cres.	0.5
Wellington	399 King Street East	0.29
Westdale Sign Park	1681 Main Street West	0.02
Westover	6th Concession, Westover	0.8
White Deer	Gatestone Drive	4.29
Wildwood	Greenravine Drive	0.72
William Schwenger	957 Upper Paradise Road	10.73
Winona	1328 Barton Street East	6.1
Witherspoon Park	Melville Street	0.2
Woodburn Ball Park	Golf Club Road	1.49

Woodburn Hall	Golf Club Road	0.4
Woodlands	501 Barton Street East	2.22
Woodward	589 Woodward Avenue	1.8
Woolverton	90 Charlton Avenue East	0.57
YMCA Property	Parkside Drive, Waterdown	1.92
Yorkshire Heights Park	Parkway Place	0.26

Total of 471 hectares on 249 sites
Provision level of .96 ha/ 1000

Tot Lots

A.M. Cunningham	100 Wexford Avenue	0.03
Adelaide Hoodless	71 Maplewood Avenue	0.05
Albion Estates School	52 Amberwood Street	0.03
Bayview Playground	52 Burlington Street West	0.47
Burkholder School	430 East 25th Street	0.03
C.B. Sterling School	340 Queen Victoria Drive	0.3
Cardinal Newman High School	33 Cromwell Crescent	0.35
Central School	119 Hunter Street West	0.03
Chedoke School	500 Bendamere Avenue	0.58
Chedoke Tot Lot	80 Glenside Avenue	0.54
Collegiate School	49 Collegiate Avenue	0.03
Earl Kitchener	274 Dundurn Street South	0.03
Fairfield School	1501 Barton Street East	0.1
George L. Armstrong Playground	460 Concession Street	0.03
George R. Allan Playground	900 King Street West	0.03
Glendale High School	145 Rainbow Drive	0.96
Glenwood School	150 Lower Horning	0.03
Hebrew Play Academy	125 Cline Avenue South	0.03
Jackson Playground	439 Jackson Street West	0.5
King George School	71 Gage Avenue North	0.03
Lake Avenue School	157 Lake Avenue North	0.03
Lawfield School	100 Folkstone Avenue	0.03
Linden Park Playground	4 Vickers Road	0.03
Lisgar Public School	110 Anson Avenue	0.15
Memorial School	1153 Main Street East	0.03
Mountainview School	299 Barton Stret East	0.03
Orchard Park High School	200 Dewitt Road	0.03
Parkdale School Playground	121 Parkdale Avenue North	0.03
Peace Memorial Playground	85 East 36th Street	0.03
Red Hill School Playground	300 Albright Road	0.03
Ridgemount School	65 Hester Street	0.33
Robert Land Playground	460 Wentworth Street North	0.03
Roxborough Park Playground	20 Reid Avenue North	0.03
Sherwood Heights Playground	25 High Street	0.03
Sir Isaac Brock Playground	130 Greenford Drive	0.03

St. Brigid's Playground	22 Smith Avenue	0.03
St. David's School	129 Nash Road South	0.03
St. Helen's School	785 Britannia Avenue	0.03
St. Joseph's Playground	270 Locke Street South	0.03
St. Lawrence's Playground	88 Macauley Street East	0.03
St. Luke's School	345 Albright Road	0.03
St. Mary's Playground	181 MacNab Street North	0.03
St. Vincent de Paul Playground	295 Greencedar Drive	0.03
Stinson Street Playground	200 Stinson Street	0.03
Stirton Tot Lot	82 Stirton Street	0.15
Thornbrae School	256 Thorner Drive	0.03
Troy Tot Lot	Highway 5, Troy	0.04
Vincent Massey Playground	155 Macassa Avenue	0.03
Westwood School	39 Montcalm Drive	0.03
Wildan Tot Lot	Wildan Drive, Freelton	0.19

Total of 5.79 hectares on 50 sites.

Note: Neighbourhood Parks, with Tot Lots add up to a provision level Of .97ha/ 1000.

All Totals

	Hectares
City Athletic	*225.47*
City Recreation	*677.59*
City Natural	*548.88*
City Linear	*n/a*
District Athletic	*149.34*
District Youth	*1.5*
Neighbourhood Park	*476.76*
Miscellaneous	*120.23*
Total	*2199.77*

Not Entered Under Definitions

Balfour Park	Scenic and Balfour Drive	0.05	road allowance
Barnesdale Blvd	Barnesdale Blvd	0.09	road allowance
Barton Melvin Triangle	373 Pottruff Road North	0.87	road allowance
Beach Strip Open Space	5 - 1151 Beach Blvd	6.9	waterfront
Bill Foley	Mountain Brow Blvd near Concession	0.21	road allowance

Broughton West Park #1	Proposed Acquisition	0.94	
Broughton West Park #2	Land Holding	1.17	
Carpenter Neighbourhood Park	Undeveloped	1.07	
Century Street	80 Century Street	0.01	road allowance
Chappel East Park #1	Undeveloped	0.34	
Chappel East Park #2	Proposed Acquisition	0.92	
Cinema Park	Undeveloped	6.07	
Claremont Access	65 Wellington Street South	0.29	road allowance
Claremont Access Open Space	180 Victoria Avenue South	0.49	
Concession/Upper Sherman	401 Upper Sherman Avenue	0.33	road allowance
Cootes Drive	Highway 102	0.4	road allowance
Crerar Neighbourhood Park #1	Undeveloped	1.3	
Crerar Neighbourhood Park #2	Undeveloped	2.02	
Crown Point East	Land Holding	0.11	
Delottinville Park	Undeveloped	2.98	
East and Hunter Open Space	Undeveloped	2.64	
Falkirk West Park	Undeveloped	1.61	
Fernleigh Lawn Bowling Club	17 Fairmount Avenue	0.3	
Flam Centre Next to School	Parcel of land	1.32	
Garth Street Reservoir		3.2	
Gary Hill Memorial	80 Queen Street North, undeveloped	0.72	
Gatestone Drive Corridor	Gatestone Drive	4.29	
Gershome Neighbourhood	Proposed Acquisition	0.84	road allowance
Greenhill Reservoir		0.1	road allowance
Hamilton Senior's Centre	75 MacNab Street South	0.2	
Hill Street	13 Richmond Street	1.26	road allowance
Jerome Neighbourhood Park	Undeveloped	2.77	
Kaga Corner	King Street East	0.01	road allowance
Kenilworth Access	230 Kenilworth Avenue South	2.23	road allowance
Kernighan Neighbourhood Park	Undeveloped	0.6	
King's Mead Park	180 Lynbrook Drive	0.19	road allowance
LaSalle Park	LaSalle Park Road, Burlington	23.07	Burlington
Lawrence Lots	38 Ipswich Road	0.04	road allowance
Linwood Avenue	Linwood Avenue	0.3	road allowance
Main-Hess Senior's Centre	181 Main Street West	0.2	
Meadowlands Permanent	Undeveloped	7.7	
Meadowlands Temporary	Undeveloped	0.1	
Mount Hamilton Lawn Bowling	100 West 5th Street	0.35	
Native Village Burial Grounds	Tevere Place (not open to public)	2.54	Ward 6
Ottawa Street North Walkway		0.16	road allowance
Ottawa Street Senior's Centre	52 Ottawa Street North	0.2	
Park Row North	Park Row North	0.2	road allowance
Proctor Blvd	Proctor Blvd	0.16	road allowance
Samuel and Lawrence	Samuel and Lawrence Streets	0.26	road allowance

Scenic Drive/Sanatorium Road	Proposed Acquisition	0	
Strachan Street Lots	Strachan Street	2	
Taro Property	200 Mud Street West	3.51	
Tom Street	92 Tom Street	1.76	road allowance
Trenholme Open Space	Upper Kenilworth Avenue	1.56	
Trinity Church Road Acreage	Trinity Church Road	0.79	
Tyne Place	Tyne Place	0.08	road allowance
Upper Wellington/Fennell	244 Fennell Avenue East	0.05	road allowance
Valens	Flamborough		
Westdale School Tennis Courts	700 Main Street West	0.37	
William Connell Park	Undeveloped	25.69	
York Boulevard Lots	Along York Blvd	0.23	road allowance
York James Triangle	12 York Blvd	0.07	road allowance

Total of 120.23 hectares.

Appendix G
Guidelines for Delivery of Leisure Services in Hamilton
A Public Sector Delivery Model

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Guidelines for Delivery of Leisure Services in Hamilton
A Public Sector Delivery Model

Section 4 in the text of the report defined the limits of public sector jurisdiction in the delivery of leisure services. However, within this limit other factors will govern exactly how far the City should go in delivering these opportunities. The most important practical limitation will be money. Obviously local taxpayers can only provide a level of service that is consistent with their ability to fund those services. The recent public survey suggests that residents believe they have reached this limit. Therefore, certain priorities will have to be established. Each of the following six sections addresses one area in which priority decisions will have to be made and provides some guidelines to direct the activities related to the provision of leisure services.

1. Public Sector/Non-Public Sector Relationships

In Section 5 emphasis is placed on drawing the distinction between the public and private sectors with the conclusion that, to the extent the private sector offers services that have no spin-off benefits to non-users (i.e. no greater public good), the public sector can ignore it. However, the private sector, and to a greater extent, the not-for-profit sector provide services which contribute to the socially worthwhile goals and objectives defined as the domain of the public sector. In other words, although the underlying incentives of the 3 sectors may be different, their activity may overlap. This gives rise to the potential for co-operation and competition. The following policy is suggested:

- The City should define criteria for the provision of leisure services that maximize the potential of those services to meet socially worthwhile goals and objectives. Those criteria may include (but not be limited to):

  Quality: Perhaps services of a certain quality are required in order for the service to be useful in achieving the goals.

  Quantity: Perhaps a certain quantity of service is required before it is useful in meeting established goals.

  Consistency: Normally a service, to be developmental, should be offered continuously rather than intermittently.

  User Cost: Perhaps a service should be offered at or below certain participant cost thresholds in order to be accessible to all or to specific identified target markets.

- If the private or non-profit sector can offer the services within the criteria established by the City (i.e. in a manner most conductive to achieving its objectives) then the City should not compete with it, but should instead simply monitor the activity to ensure its objectives continue to be met without its involvement

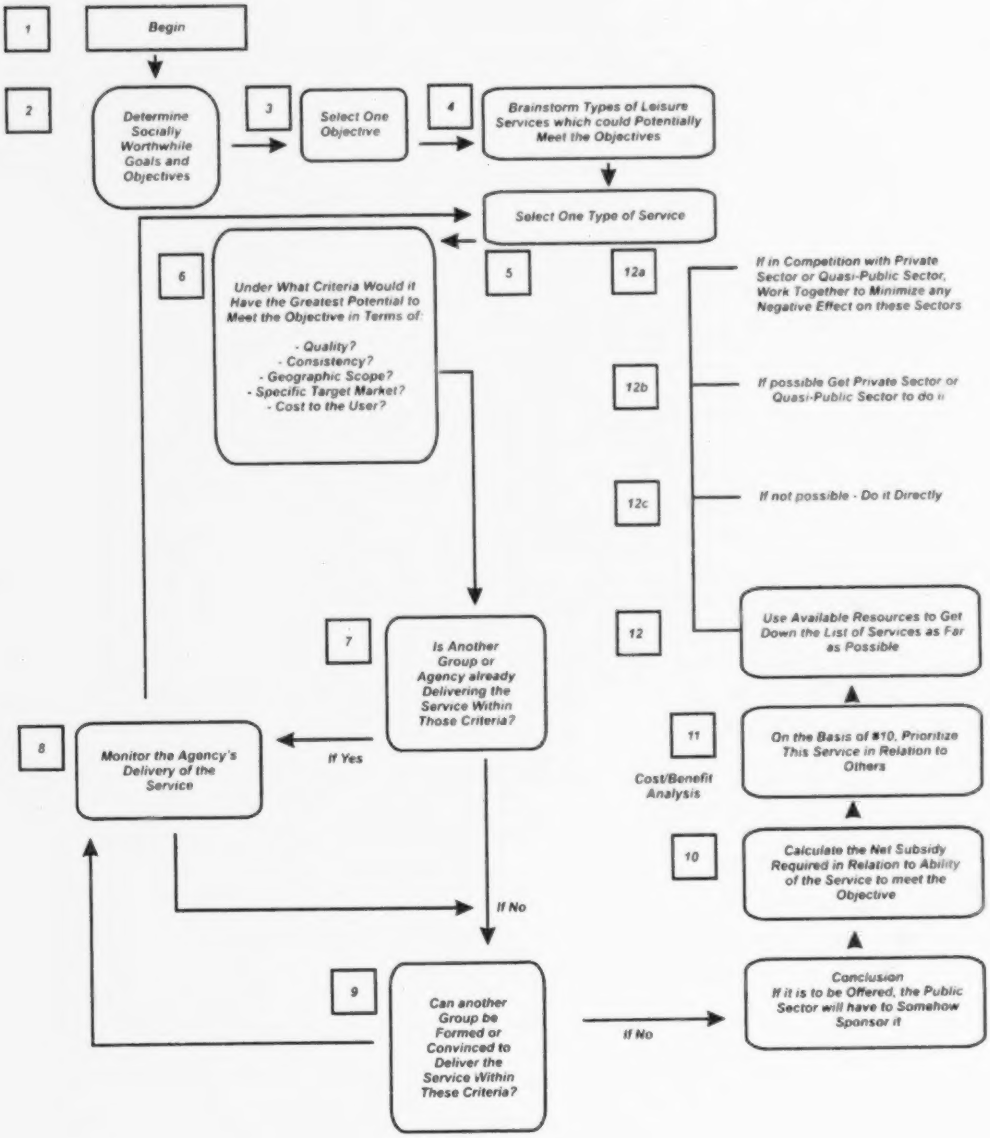
- If private or quasi-public sector agencies are unable or unwilling to offer the services in a manner required to meet public objectives, the City should consider becoming involved in sponsoring the service.

- Once the city has decided that public sector involvement is required to meet socially worthwhile goals and objectives, it may work with and help non-profit sector and private sector agencies to provide services in a manner which will achieve its objectives where it is most cost effective to do so; or directly sponsor the service itself where it is more cost effective to do so.

- In cases where direct sponsorship is deemed necessary, the City should not be concerned about competing with the private or non-profit sector agencies because it is justified and, in fact, mandated to achieve its objectives in the most cost effective manner possible; and it competes with those sectors in other cases where it provides a basic public service and people wanted a higher level of service can seek other means of obtaining it (e.g. police protection, snow clearing, public education)

This guideline is summarized in the approach outlined in ***Figure A-1***.

Figure A-1
Public Sector Service Delivery Model


1
Begin
2
Determine Socially Worthwhile Goals and Objectives
3
Select One Objective
4
Brainstorm Types of Leisure Services which could Potentially Meet the Objectives
Select One Type of Service
5
6
Under What Criteria Would it Have the Greatest Potential to Meet the Objective in Terms of:
- Quality?
- Consistency?
- Geographic Scope?
- Specific Target Market?
- Cost to the User?
7
Is Another Group or Agency already Delivering the Service Within Those Criteria?
If Yes
8
Monitor the Agency's Delivery of the Service
If No
9
Can another Group be Formed or Convinced to Deliver the Service Within These Criteria?
If No
Conclusion
If it is to be Offered, the Public Sector will have to Somehow Sponsor it
10
Calculate the Net Subsidy Required in Relation to Ability of the Service to meet the Objective
11
Cost/Benefit Analysis
On the Basis of #10, Prioritize This Service in Relation to Others
12
Use Available Resources to Get Down the List of Services as Far as Possible
12a
If in Competition with Private Sector or Quasi-Public Sector, Work Together to Minimize any Negative Effect on these Sectors
12b
If possible Get Private Sector or Quasi-Public Sector to do it
12c
If not possible - Do it Directly

These guidelines can be applied in the areas of visual arts courses and fitness programs. In both cases, private sector entities offer services which currently compete with those offered by the City. The City should review its programs using this guideline and continue offering programs only where it can justify the competition on the basis of quality, cost (accessibility), consistency or volume. This review should be undertaken in cooperation with the private sector service providers so they may understand the City's position and are better prepared to cooperate closely with the City in the future. In this manner, both sectors can adopt their respective market niches.

2. Services to Participants at All Levels of Ability

The providers of leisure opportunities must first determine the level at which an individual is currently functioning (socially, physically, emotionally), create an opportunity for the individual to access the service at that level, then attempt to develop the whole person to the next highest level. In order to be developmental, programs must:

- Be organized on a long-term basis, and therefore, have continuity.
- Be organized into levels or systems such that there is a level at which each individual can enter the service system.
- Deal with one or more aspects of individual growth and development.

All leisure opportunities which are supported directly or indirectly by the City should be developmental in nature. As far as is reasonably possible, public leisure services should allow a person to 'enter' the system at a level appropriate to his/her ability, whether that person is a beginner or an elite athlete or artist, able bodied or disabled.

In cases where the cost of accommodating individuals at advanced levels of participation (i.e. elite athletes or artists) becomes onerous, the following policy guidelines are suggested:

- The City has an obligation to provide service to all citizens at all skill and ability levels, regardless of ethnic origin, religion or sex.
- The City must make decisions, however, on a cost/benefit basis; therefore, if the opportunity cost of serving one advanced participant is many times the cost of serving a beginner participant, it will allocate relatively fewer resources to serving the advanced participant.
- As an amateur athlete or artist develops skills which are provincial, national or international in caliber, the furtherance of that individual's skill level becomes progressively a provincial and/or national responsibility, and assistance from senior levels of government should be sought to offset the municipal cost of serving that individual.
- The City should not directly subsidize professional athletes or artists simply to provide them with a livelihood; however, it may indirectly subsidize them as a by-product of achieving its service objectives.
- The primary reason for exhibiting the art is the 'exposure to the arts' service objective which helps develop a culture within the community.

3. Variety vs. Quantity of Opportunity

Residents of Hamilton have a wide variety of leisure interests. If the City is to use public leisure services as a vehicle to meet public goals it must ensure that a reasonably wide variety of leisure services continue to be available to residents. In providing leisure services there is often a tradeoff between variety of service and quantity services. As and when additional resources become available, the difficult choice between providing more of what is already available (e.g. building another ice surface, or offering another painting class) and providing something new for those who have interests currently not being accommodated (e.g. indoor soccer), must be made. The same choice arises when cutting service levels. The larger interest groups are typically served first.

The groups not yet accommodated are, therefore, usually smaller and less vocal. Consequently, pressure often exists to sacrifice variety (i.e. the smaller interest groups not yet served) in favor of quantity (i.e. the larger groups already served at least to a certain extent). It is suggested that such pressure be resisted.

Where other factors are relatively constant and a choice must be made between providing more service to those already receiving some service and providing some service to those not yet receiving any, higher priority should be given to the latter. This priority should also be adopted when cutting services.

4. Quality vs. Quantity of Opportunity

Quality is a value-laden term. It is often difficult to measure the quality of a leisure experience, and equally difficult to determine how much quality is enough to meet service objectives. When resources are limited, a choice must often be made to either increase the quality of the existing leisure opportunities or generate additional opportunities. The same tradeoff exists when cutting service levels. Because the two (i.e. quality and quantity) are often conflicting objectives, fostering one sometimes sacrifices the other.

This point is addressed herein because it is easy to fall into the 'numbers game'. In this game City staff become concerned with quantity at any cost by using only numbers of participants in the service evaluation process. In order to address this matter, the following policy guidelines are suggested:

- The City should carefully determine a pre-defined minimum quality level for all current and suggested services; a level below which the service is ineffective in achieving established goals and objectives. Quality factors can include the number of people in a class, the qualifications of the instructor, the quality of the facility or equipment, or the length of class time.
- The City should also carefully pre-define an optimum quality level above which little or no incremental gain in achieving the goals and objectives is realized.
- Service should be offered at all times between the base and optimum quality levels according to cost/benefit considerations.
- If the base quality level cannot be financed, the service should not be supported by the public sector.

One area where this factor can most easily be applied is in planning summer programs. The temptation when designing such programs is often to accommodate as many as possible, thereby risking quality.

5. Direct/Indirect Programming Relationships

Although the City should assume responsibility for ensuring that leisure opportunities which meet its stated objectives exist, this by no means requires that the City organize and sponsor the delivery of all such services. It means instead, that the City should:

- Evaluate which leisure opportunities are available at all times.
- Coordinate to the best of its ability the provision of leisure services by other providers of service.
- Contribute to the quality of service provided by other groups or agencies where possible and feasible.
- Deliver services to fill in the gaps left by other service providers where such services are clearly warranted to achieve otherwise unmet objectives.

Where a choice is available, the City should support other groups to offer a service instead of offering the service itself. This indirect programming (i.e. supporting others who provide programs) assumes **that there is social value in people doing things for themselves.** The social value referred to promotes community growth and development. There will, however, continue to be cases in which, for reasons of participant cost, consistency, quality and geographic scope, the City will offer services directly. (See ***Figure A-1***)

Although the City is responsible for ensuring provision of all public leisure services, it will respond to this responsibility through a balance of **indirect programming** (support of other groups to program), **co-sponsorship** (joint delivery of programs) and **direct programming** (Department sponsored programs.)

6. Reduce Barriers to Participation

When public tax funds are used to finance any portion of a service, that service is said to be 'subsidized' by taxpayers. In other words, the user pays less than the real cost of the service.

The majority of public services in Hamilton are available free of direct charge to users of the service. These include police protection, public education, fire protection, street and road maintenance, snow clearing and public parks. These 'free' services are available equally to all citizens on an 'as needed' basis regardless of how much tax they have paid.

Where a fee is attached to a city supported service (e.g. public swimming, minor hockey,) that fee has the potential to impose a barrier for some Hamilton citizens at the low end of the 'ability to pay' scale. This would result in those people paying taxes (because almost all City residents pay taxes either directly through property ownership or indirectly through rent), which are used to subsidize a service which serves only those who are financially able to use it. This reverse subsidy (i.e. low ability to pay subsidizing high ability to pay) is exactly the opposite of what the tax system is set up to achieve.

Therefore, the Community Services Department must be very sensitive to excluding residents at the low end of the ability to pay scale from leisure services which are directly or indirectly supported by the City.

Many local non-profit leisure service organizations (e.g. most organized minor sports) already have a policy that no one will be denied participation on the basis of not being able to pay for the service. However, administering this policy is difficult.

There are many strategies the City could explore to minimize the price barrier to participation. Some examples/suggestions include:

- Provide one or more free sessions each week at city facilities (e.g. a free swim or free skate) perhaps obtaining sponsorship for those sessions from local service clubs, and monitor whether new patrons are attracted (evidence of a current price barrier) or users simply shift their visits to free periods (a signal it is not achieving what it is intended to do).
- Work with local agencies who deal with low income groups to provide a system of free passes to individuals who most need them.
- Develop and advertise a policy of not denying access to public leisure services on the basis of ability to pay.

Cost may be the only barrier to participation. In order to be effective, the Hamilton, Community Services Department must not simply deal with generating leisure opportunities. For each opportunity the Department must deal with the entire leisure experience. This may include:

- Helping people become aware of opportunities that exist.
- Motivating people to subscribe to or join an opportunity.
- Removing barriers that limit/inhibit participation (e.g. transportation, cost, scheduling, childcare service, feelings of incompetence or not being welcome, lack of ability).
- Determining why a person quits or continues in a leisure experience.
- Evaluating the positive or negative results the experience has had on the person.

The Department is ideally structured to approach services on an interdivisional basis with all three divisions collaborating and injecting expertise to every program or service the Department offers.

The guidelines outlined in this section of the report do not determine how much money taxpayers should allocate to the delivery of public leisure services in Hamilton. Rather, they provide a framework within which to make decisions no matter what level of service is supported by taxpayers. The ultimate objective is to make the most effective use of limited resources by providing services to all citizens of the City in a rational, consistent, equitable manner.

The primary role of the City in the future should be one of facilitating or brokering to ensure that residents have access to a full range of parks, culture and recreation services. Community development should take precedence over direct programming, leading to a climate that nurtures communities to respond to their particular needs and issues. Where there is not the capacity or ability for community partners or others to provide services, it would become the City's responsibility to provide a basic range of public facilities and programs. The City's role is therefore a blend of enabling others to provide services along with some direct service delivery by City staff, while ensuring that all residents have access to a basic level of programs and facilities.

Support to voluntary sector – A healthy and vibrant voluntary sector requires a commitment from City council and staff. In its simplest form, this means that volunteers know who to call for help, and that staff is prepared to provide information or assistance. Recognizing the capacity of community partners and establishing a relationship based on shared goals is the foundation. Assistance can take the form of organizational support, promotion of group activities, coordination of recruitment and training strategies (in partnership with such organizations as Volunteer Hamilton) and volunteer recognition events. The policies and volunteer framework being developed by staff in Culture and Recreation is modeled on best practices in other communities and represents an excellent beginning. Council support of this initiative would send a strong signal to Hamilton's volunteer leaders about the new City's commitment. The recent support from staff in the rejuvenation of the Hamilton Community Sports Council is another example of proactive City support that will lead to increased community capacity.

Support to community fundraising - Many community groups indicated to the Consultants their willingness to contribute financially to the development or improvement of park amenities and City buildings. For the most part these projects would be of a minor capital nature, costing less than $50,000; typically the group would be willing to contribute 50%. A City policy should be established that encourages such initiatives. Ideally this program of matching community fundraising would be simple to access and provide speedy approval.

Link to Planning and Development – City planners should ensure that the new Official Plan and all Secondary plans should include a specific focus on trail linkages. Development or redevelopment opportunities on or near the waterfront should systematically aim to increase public access and exposure to the waterfront.

Communications/ Corporate Identity- The City should determine the extent to which they feature corporate/ departmental/ divisional identity. City staff must comply with corporate communications standards, while at the same time projecting an image or identity that the public will associate with parks, culture and recreation services. Along with the increase in services provided through partners, the City should anticipate opportunity for shared communication and marketing strategies.

Appendices

Appendix H
A Framework for Fees and Charges

PERC

1. A Framework for Fees and Charges

Other than basing it on tradition (continuing to do what we've always done), generally speaking, public sector fees and charges are based on one or more of three foundations.

1. Cost Based Approaches

Some fees and charges systems assume that all publicly sponsored services have equal benefit to the community. These typically apply some form of standardized mathematical formula that treats all services equally. Two such approaches are:

- The Standardized Cost Recovery Models that attempt to recover the same percentage of costs from users across all services even though the costs vary and therefore the actual subsidy amounts vary with those costs
- The Standardized User Fee Models that charge all users the same (e.g. same fee for a swim or a skate) regardless of the costs or the rate of recovery

The first of these models subsidizes high cost activities more in real dollar terms than low cost activities. With constant recovery rates, users pay more for activities than are expensive to provide, but the public subsidy on a per use basis is also higher. The second model subsidizes high cost activities even more than the first model because users pay the same for low and high cost activities and the taxpayers make up the difference.

2. Market Based Approaches

Some fees and charges systems assume that public services should be priced the same way as private sector services. These are based either on:

- whatever the market will bear, or
- whatever competing agencies charge (i.e. whatever private sector or neighboring public sector providers are charging)

In the private sector, if "whatever the market will bear" does not at least recover costs, the service is not provided. In the public sector, very few agencies price services using "whatever the market will bear". If they did, low-income users would be excluded from public services wherever demand exceeded supply.

3. Benefits Based or Values Based Approaches

Some systems assume that some services have more public value than others (e.g. services for children are more worthy of public support than services for adults). Value judgements are typically used to make these determinations. Typically, in these systems, a higher rate of subsidy is justified for the services which have more public benefit. Often it is determined that the public value resulting from a service depends on the type of user of the service and/or the category of use. For example, if a private company uses a facility, the price is higher than if a non-profit user uses a facility.

This appendix recommends an approach to fees and charges which is an amalgam of all these basic approaches above. It is first and primarily based on the benefits approach, and secondarily influenced by market forces and other practical considerations. Although it is not based on standardized recovery rates, recovery rates are used as the currency of measuring subsidy levels.

2. Rationale for Setting Fees and Charges

The fees and charges system must be philosophically sound, thereby easy to defend. It must also be practically based, thereby easy to implement. The philosophical grounding is based on an assessment of benefits. Those who benefit from a good or service should pay in proportion to the benefit they receive.

> *If all, or substantially all, of the benefits of a service accrue to the community as a whole, the community as whole should pay for the service through taxes. An example of this would be casual use of neighbourhood parks. These parks benefit the entire neighbourhood by making it a more desirable place to live. Therefore, the costs of park maintenance should be assumed by taxpayers. If all, or substantially all, of the benefits are to the individual or group that consumes the good or service, without any greater "public good", the users should pay all the costs. Examples of other user benefits primarily would be a commercial rental of public space. In this case, in the absence of "public good", the user should cover at least the entire cost.*
>
> *Where the benefits accrue to both the community and specific users, the costs should be shared on the basis of proportionate benefit. Users should be required to pay to the extent that the benefits accrue only to themselves, while the community, through taxes, should pay for the portion which benefits it generally.*

According to the above rationale, user fee targets can be set along the benefits continuum as follows:

Users pay all costs of Private services	**Users pay a portion and Taxpayers pay a portion of the costs Merit Services**	**Taxpayers pay all costs of Public service**
Private Benefits	**Mixed Benefits**	**Public Benefits**

There is no easy quantitative formula for determining the amount of public benefit that flows from a particular good or service. It has always been and will continue to be a matter of local judgement and will typically reflect community values. For example, if the community believes that families recreating as a unit is important, and results in a better community for everyone to live in, then it might determine that family activities had extensive public benefits and it could justify significant price incentives which target families.

Until a more sophisticated way of gauging "public good" is identified, the list of socially worthwhile goals and 22 objectives outlined in Section 5 will be used as indicators of public benefit. They are summarized in the following chart.

Growth of Community	**Growth of Individual**
Special Events and Celebrations	Fitness and Overall Well Being
Support for Local Groups	Pre School Leisure Opportunities
Exposure to Sporting Events	Basic Skill Development for School Aged Children
Exposure To and Appreciation of The Arts	Advanced Skill Development for School Aged Children
Social Functions	Social Opportunities for Teens
Protect and Enhance the Natural Environment	Basic Skill Development for Adults
Protect and Celebrate Heritage Resources	Advanced Skill Development for Adults
Beautify the Community	Opportunities for Seniors
Family Oriented Leisure Services	Interpret the Environment
Integrate Generations and Sub-groups	Reflection and Escape
Economic Benefit Through Tourism	Leisure Education
	Communication System

Making value judgements as part of setting public fees is nothing new. The former municipalities that make up the City of Hamilton have been making implicit value judgements for years. That is why many services (e.g. children swims) are more heavily subsidized than others (e.g. adult swims) in the current system. The intent of the recommended approach is to make the process of value judgements more explicit and more consistent.

3. A Fees and Charges Model

The fundamental basis for fees and charges decision-making is a determination of who benefits from the service. However, it is recognized that pricing decisions may be influenced by practical considerations such as collection fee costs, market effects, legal constraints, or ability to pay.

Thus, the approach to fees and charges decision-making as set out in this policy can be regarded as "two-pronged". Decisions should be based first and foremost on an analysis of who benefits from the service. The first "prong" is the benefits based approach which ensures that fees and charges decisions are rooted in a philosophical base.

The second "prong" allows for the influence of other charging considerations for practical reasons. It ensures the philosophical base can be implemented.

3.1 Benefits Based Philosophical Foundation

A model which reflects the philosophical base can be illustrated in the following chart. It suggests five "thresholds" of cost recovery from none at one end to the scale to full at the other in equal increments of 25%.

	Public		Merit		Private
Type of Gov't Activity	Public Goods & Services	Merit Goods & Services with relatively high community benefit	Merit Goods & Services with relatively equal mix of community and private benefit	Merit Goods & Services with relatively high private benefit	Private Goods & Services
Pricing Strategy	No price change	25% cost recovery	50% cost recovery	75% cost recovery	At a minimum full cost recovery
Cost Recovery Benchmark	None	25% of all costs (sunk and variable)	50% of all costs (sunk and variable)	75% of all costs (sunk and variable)	At a minimum 100% of all costs (sunk and variable)
Rationale	Goods and services which support community goals and result in a very high degree of community benefit are worthy of provision on a fully subsidized basis. The costs of these good and services should not be paid for by users.	The more a good or service supports community goals and results in community benefits, the more worthy of public support, and the less the user should be required to pay.	Where the benefits to the community and to users are approximately equal, the costs should be shared equally.	The more the benefits of the good or service accrue to the consumer of the good or service, and not to the wider community, the more the user should be required to pay.	Where the benefits of a good or service accrue solely to the consumer of the good or service, with no benefit to the wider community, the user should be required to pay full costs. Generating surplus revenue can be justified provided that it is a by-product of the fulfillment of a community goal, and not to the goal itself.

3.2 Practical Considerations which Accompany the Philosophical Foundation

Some of the factors which modify and limit the generality of the Rationale and make it more practical without sacrificing its philosophical integrity are listed below.

1. Attempts will be made to evaluate the "elasticity of demand" for each major category of leisure service and use the results of that evaluation to adjust fees upward where market forces indicate there is broad based willingness and ability to pay more than the recovery rate justified in the assessment of public benefits. One example of such market research necessary to evaluate elasticity of demand would be to offer a significantly cheaper or free public swim. This once per week "econo-swim" could be sponsored for a four-month period a local service club to ensure that it does not cost the municipality anything to do the research. Carefully monitored, this swim will show if new swimmers are being attracted to it, or if swimmers who were paying the higher fee, simply shift their swim times to pay a lower or no fee. The results will show if price is a barrier to some residents of the City of Hamilton who would like to swim but currently can't afford it.

2. No Hamilton resident or property owner should be refused admission or registration for any recreation activity due to the inability to pay a fee or charge. Like education, health and safety, recreation is a basic human need and should be available to all.

3. The revenue collected must always be greater than the costs of collecting that revenue.

4. It may be desirable to use the charging mechanism to discourage or encourage particular behavior (e.g. alter demand patterns by shifting facility use to off-peak periods), discourage inefficient uses of staff time (e.g. by using a pass system which can be electronically processed), or discourage polluting behavior (e.g. through penalties charged for not cleaning up after an event in a park)

5. Using public sector funds with the objective of undermining the ability of the private sector to compete in the market place is unacceptable. Taxes should never be used unfairly to compete with the private sector. However, if the public good needs to be realized, and the private sector is unwilling or unable to realize it at a price that is affordable to the target market, the public sector can justify competing with the private sector to realize those public benefits.

6. The precondition for being able to levy a fee or charge is that the good or service exhibit both "benefit separability" and "exclusion". These characteristics are:

   - ☐ "benefit separability" - that is, it must be possible to identify a person(s), group, organization that directly benefits from provision of the service. For example, if a swim team rents the pool, it is clear that they are the ones to benefit from the pool time and not another group that does not rent it.

   - ☐ "chargeability" or "exclusion" - that is, it must be possible to exclude individuals from receiving the benefit of the good or service if they do not pay. For example, at a golf course, monitoring activity must ensure that unless one pays, he or she cannot play a round of golf.

These are both absent in the case of pure public services.

7. The use of public recreation areas and facilities by private groups should be considered secondary to general public usage or use by non-profit recreation or service organizations. Only under unusual circumstances should such private use hamper the ongoing Department programs, drop-in opportunities and recreation rentals.

8. The community has a right to profit on the use of its facilities when public resources are utilized by profit-motivated individuals, groups or companies.

9. The public will be informed well in advance of changes to fees and charges to permit advance planning by groups who may have to adjust registration fees and fund-raising activities to accommodate the new rates.

10. Refunds should be granted where a participant is not satisfied with the service provided, or is unable to attend for any reason, less a prorated amount for the sessions already attended.

11. The Department may provide a food and beverage concession service and other specialty services which are over and above the basic leisure service. These specialty services will be focused on generating surpluses to help fund the basic leisure services. They will be limited to natural extensions of the delivery of basic leisure services.

12. A rental fee will be charged for the use of such equipment and supplies as may be deemed rentable. These may include such items as skates, audio visual equipment, swim aids and any other equipment helpful in augmenting the leisure experience.

4. A Fees and Charges Policy

Previous sections are synthesized herein into a recommendation summary policy statement.

The City of Hamilton will set fees for the provision of public parks, recreation and cultural services based on an assessment of who benefits from the service. If all, or substantially all, of the benefits are realized by the community as a whole, there will be no user fee. If all, or substantially all, of the benefits are realized by the users, there will be no tax support for the service. If both the users and the community realize the benefits, users and taxpayers will share the costs in proportion to the benefit realized.

The Culture and Recreation Division, with input from the staff, will assess community benefits for each category of public leisure service (i.e. type of use and category of user of each service), and justify a recovery rate for that service at 0%, 25%, 50%, 75% or 100% based on the degree of community benefit.

That tentative recovery rate may then be altered for any of the following practical reasons identified through the efforts of the Culture and Recreation Division.

1. An assessment of elasticity of demand indicates broad based willingness to pay and ability to pay higher fees than tentatively justified.
2. Neighboring communities charge a fee for the same or similar service which varies by more than 10% from the one justified.
3. Price incentives or disincentives are required to alter behavior to make better use of public resources or otherwise protect the public interest.
4. The cost of collecting the justified fees exceeds the fees that would be collected.
5. The justified fee would be so different from current fee, that a phase in period of smaller changes is indicated.

The adjusted fees would then be ratified or altered and ratified by Council.

Strategies would then be developed to ensure that those residents that cannot afford the above fees are not prevented from using the public leisure services on the basis of inability to pay.

In the above described approach, the level of public subsidy for any public service will depend on two assessments.

- ☐ ***Justification for Subsidy***
  Public services will be subsidized only if and to the degree it can be shown that the community as a whole benefits from the provision of service. This is a subjective but not arbitrary assessment of public goods and results in a consistent, rational and defensible level of subsidy.

- ☐ ***Need for Subsidy***
  Public services will be subsidized only if and to the degree necessary to realize the above noted community benefits. This will depend on an assessment of market forces and other practical matters that will ensure optimal efficiency in the use of limited available public resources.

If a public service has an equal proportion of public and private benefits a 50% recovery rate might be justified. If however, assessment of market and other practical issues determines that fees could be set at a 70% recovery rate and still achieve the public benefits (i.e. the vast majority of the target market is able and willing to pay a higher percentage of the costs) then the fees will be set at a higher level.

If, however in the above situation, a 50% recovery rate is justified, but market forces suggest only a 30% recovery rate is possible, the services would have to be reviewed as to whether it would continue to be provided by the City of Hamilton.

5. Process for Setting Fees and Charges

The following chart graphically represents a process for gradually assessing all parks and recreation services over time as individuals or groups within the City identify the need to review specific municipal activities or consider new ones. The process results in an indicated fee level that is philosophically sound, respects market forces and is practical to implement. The indicated fee levels would have to be endorsed by City Council before being implemented, except where the right is assigned to staff.

A decision is made to review the fee or charge for a particular parks, culture or recreation service

Culture and Recreation Division gathers information on all relevant costs and public benefits associated with the service

Based on identified benefits the Division classifies the service on the benefit continuum as:
public – 0% recovery
merit – 25% recovery
merit – 50% recovery
merit – 75% recovery
private – 100% recovery

Based on the above classifications, and the costs, a preliminary fee is calculated

The Division then determines if this is a case where a fee should be used, in the public interest, to encourage or discourage specific aspects of activity related to this service and adjusts the preliminary fee accordingly

The Divison adjusts the fee further for any legitimate practical or market reason as follows:

- profit potential when commercial user rents facility
- high cost of revenue collection
- historical precedents
- what comparable facilities in the region are charging
- accessibility to the service

Resultant fee is then documented for approval by Council

If the new fee is substantially higher than existing fee, consideration will be given to phase in over a number of years

After any fee is increased, the Divsion will review its "safety net" strategies which are used to ensure that residents who cannot afford a specific fee still have reasonable access to the service. Where appropriate, the safety net will be strengthened.

Fee Calculation Sheet for a Specific Culture and Recreation Division Service

Activity or space ________________ Cost per unit ____________________

Uses Users	Drop Ins	Programs & Events	Regular Scheduled	Special Events	Fund Raising	Group Support
Citizens						
Child						
Youth/student						
Adult						
Family						
Groups						
Local non-profit rec group-adult						
Local non-profit rec group - youth						
Local private group						
Community Group						
Non-resident rec group						

Rate code:

A. No fee charged for this service. All costs subsidized by the taxpayer because substantially all the benefits from it accrue to the community.

B. Philosophically, a rate equal to 25% of the total real costs will be charged for this service because most of the benefits from it accrue to the community and relatively little accrue to the user.

C. Philosophically, a rate equal to 50% of the total real costs will be charged for this service because the benefits from it accrue relatively equally to the community and the user.

D. Philosophically, a rate equal to 75% of the total real costs will be charged for this service because the benefits from it accrue primarily to the user and relatively little to the community.

E. Philosophically, a rate of 100% of total real costs will be charged for this service because substantially all the benefits from it accrue to the user.

F. This is the percentage adjustment up or down made to one of the above rate codes because of market forces and/or practical requirements.

The public benefits that potentially accrue from this service are listed below:

Growth of the Community	**Growth of the Individual**
Special Events and Celebrations	Fitness and Overall Well Being
Support of Local Groups	Pre-School Leisure Opportunities
Exposure to Sporting Events	Basic Skill Development for School Aged Children
Exposure To and Appreciation of The Arts	Advanced Skill Development for School Aged Children
Social Functions	Social Opportunities for Teens
Protect and Enhance the Natural Environment	Basic Skill Development for Adults
Protect and Celebrate Heritage Resources	Advanced Skill Development for Adults
Beautify the Community	Opportunities for Seniors
Family Oriented Leisure Services	Interpret the Environment
Integrate Generations and Sub-groups	Reflection and Escape
Economic Benefit Through Tourism	Leisure Education
	Communication System